The Washington Statewide Homeland Security Strategic Plan

Team Washington
A statewide collaborative partnership.
2003

5/5/2004

✦ Preface ✦

I am proud to provide you the Washington Statewide Strategic Plan. We as a state have undertaken strategic planning to provide a common focus as we team to prevent attacks, prepare effectively reducing our vulnerabilities, and respond when needed to minimize damage restoring our state to normalcy. I am proud of the efforts made throughout our state in producing this strategic plan. It sets the direction and priorities by which we will ultimately measure our successes in meeting our mission and achieving our vision.

An unprecedented undertaking in the history of the state we are indebted to the important contributions already accomplished by our state and federal partners to include the citizens, private sector, tribal community, state and local governments and federal agencies. We are committed to continuing our efforts into the future as we share responsibility to protect our state. A monumental task, we are tackling many initiatives through effective partnership to resource, share information, leverage technology, train and exercise our team. As we move forward we will continue to make progress and synchronize our efforts.

We are committed to ensuring our state remains a safe and secure place to live, work and raise our families. Our plan provides a clear roadmap and incorporates the threat of terrorism into our all hazards approach to emergency management. The efforts we team together on benefit not only our ability to counter this threat, but help us prepare for and respond to our other natural and man-made threats we face. Following the plan will demonstrate our commitment and responsibility to each other as citizens of Washington State and the United States of America.

Our vision says it all: "***Washington – a safe place to live.***"

Sincerely,

TIMOTHY J. LOWENBERG
Major General
Washington Homeland Security Advisor

✦ EXECUTIVE SUMMARY ✦

"The liberties of our country, the freedom of our civil constitution, are worth defending against all hazards: And it is our duty to defend them against all attacks."
-- Samuel Adams

Washington – A safe place to live is our state vision and represents the collective statewide thoughts of Team Washington. In partnership, we are confident we can achieve our vision protecting citizens, economy, businesses, critical infrastructure and our environment.

We believe our statewide mission is to protect ourselves, our property, our environment and our economy from terrorism and other hazards – and to minimize the effects through mitigation, preparedness, rapid response and recovery with a partnering together of citizens, private sector and government in Washington State.

Ultimately with strategic planning we focus our goals and objectives towards what is important to us as a state – our values. For homeland security we value our freedoms, our communities' health, safety and quality life. Central to our well being also is our economic prosperity and health of our state businesses. We also believe security and protection of our citizens, infrastructure and environment as core values within our state. Equally we view shared responsibility, accountability for performance, and teaming together to support all citizens throughout the entire state as integral to our belief system. Within this philosophy we anchor our approach in sound ethical relationships and management, with a focus toward continuous improvement as we protect the scarce resources of our state.

Terrorism in many respects represents a change in strategy of American adversaries. Not easily defeated by conventional means, terrorism allows an enemy to apply fewer resources to targets of opportunity to disrupt our way of life. Our strategy can and will counter this shift by our enemies with teaming together in a stronger more unified whole to connect our efforts, prioritize, allocate resources, enhance our capabilities and capacity to prevent, respond and recover.

Abraham Lincoln said it well when he commented that *"We must think anew and act anew – then we will save our country."*   By thinking anew as a statewide community we know that we base our approach in guiding principles. We share our responsibility for homeland security with all sectors in the state (public, private sector, tribal, citizens) and the federal government. We are also committed to leverage investment to benefit all hazards within the state and to make wise choices using a systems life cycle approach to procurement that is based on interoperable standards. Our intent is an all citizens and all state focus, that educates and empowers our citizenry as a combined statewide community. We plan statewide and organize coordination regionally using a flexible approach to tailor to unique needs. Committed to the principles of quality

management, we believe in realistic expectations that facilitate progress and focus. Throughout this all we will protect our citizen's right to privacy and we will spend resources wisely to protect our state, defeating a networked enemy that we will not allow to prevail.

As with anything important to our vital well being, there are many important priorities to achieve. Integral to homeland security we know, as was said by Benjamin Franklin, that *"The way to be safe is never to be secure."* Initially as a state we have focused our planning and resources on three strategic priority areas:

- ❖ Intelligence/information sharing among federal, state, local government and private industry.
- ❖ Enhance the public health and healthcare system.
- ❖ Planning, training, equipping and exercising emergency responders (public and private.

We do have many more priority areas to achieve including a wide scope of planning, training, education, and operations responsibilities. First and foremost is the commitment and expectations of our population. Focusing on identification of roles and responsibilities to maintain continuity of services and government is also important as an integral component. Key to success is teaming sectors and forming partnership relationships that mature comfortably with time. Building long term capacity and capabilities that have financially stable resourcing is essential to achieve our vision. A statewide standard that ensures situational awareness and facilitates providing of relevant, timely and accurate information is a reality we need to achieve. Awareness and connectivity for our infrastructure and all networks both physical and cyber is essential to our continued vitality. Essentially we are hardening our society – our hometowns, and all that entails, to be able to withstand the threats of the twenty-first century.

We must excel in several key areas to accomplish our mission. We must successfully partner as a statewide community to work together and lead our state to make our environment safe. In all aspects of homeland security we need to communicate effectively, working toward interoperable and linked systems within the state – a system of systems. We must fully consider, and prepare to meet the full spectrum of homeland security threat from preventing attack where possible, to preparing for possible attack and reducing our vulnerabilities. With ultimately providing effective response and recovery from unavoidable attacks that do occur. Within this we must realize that resources are not unlimited and excel at building long-term financial stability for homeland security. Throughout we will work towards mutual and increasing learning, growth for our communities, citizens, government and private sector.

To support our vision, mission and goals we have partnered with governments at all levels, the private sector, citizens and organizations for policy development, coordination, strategy and initiatives. The Domestic Security Executive Group is the state executive level policy and advisory group to the Homeland Security

Advisor on all matters pertaining to state domestic security. For all hazards, to include terrorism, the state Emergency Management Council advises the Governor on all matters pertaining to state and local emergency management. Within that Emergency Management Council, the state Committee on Terrorism was created to develop statewide strategies and recommendations to address the threats and acts of terrorism through mitigation, preparedness, response and recovery activities. The committee provide our state the robust capability to integrate a wide spectrum of efforts and systems for; planning, strategy development, resourcing, intelligence, information sharing, equipment, training/exercises and critical infrastructure protection for our homeland security. Made up of a highly diverse membership of local responders, governments, federal agencies, state government and the private sector, the state is able to specifically focus on the full spectrum of homeland security state issues. To further coordinate statewide Washington is organized into nine regions composed of one or more of the state's 39 counties. A planning and coordination structure, this type of organizational structure ensures local ownership of assets and conduct of operations, but facilitates the smooth and timely coordination of planning, communication, coordination and distribution of grant funding.

In particular in Washington State we face a set of unique challenges that contribute to our vulnerability. A relatively large state, we have over 66,582 square miles of terrain with many remote areas, and a long 325 mile international border with Canada composed of several minor and one major border crossings. With a population of almost 6M people, we have over 75 percent are living in the corridor that extends from Bellingham in the north to Olympia in the south, that is highly channellized by water and has highly congested traffic corridors. There are also a large number of transportation centers to access the state through air and sea ports that are heavily utilized for transit throughout the country. With a wealth of rivers and normally high snow pack, the state has over 1,000 dams with several major power facilities that are depended on by many states. There is a significant state presence for both nuclear storage in Hanford located in South Central Washington, and Umatilla Chemical Depot immediately to the south in Oregon creates additional state risks. Washington is also the location of several large and strategically important military installations serving as a power projection platforms for our nation. Equally important is the presence of a large number of national corporations that are leaders in their fields, and key historical buildings such as the Space Needle who all are potential targets and face threats.

Engaging in the process of strategic planning allows us to maximize our strengths and minimize our risks by focusing and synchronizing our efforts statewide. In combination with this strategic planning process, we are also collectively conducting in-depth threat and vulnerability assessments and related strategy planning to minimize our risk exposure.

Our strengths lie in our collective ability to work as a statewide team to plan, exercise, train and deploy a range of personnel to react to risks. The spirit of our state is one of cooperation and courage to face difficult tasks and succeed.

The obstacles we face are resource related and the challenge of many competing requirements. We are facing a tough economic environment in the state with diminishing resources competing for many important priorities.

As Albert Einstein said *"In the middle of every difficulty lies opportunity."* Yes, it is hard – the difficulty of facing a hidden adversary through the threat of terrorism is complex business, but it has also benefited us as a state and nation with opportunities. In this strategic plan we see many opportunities for increasing our ability to prepare, prevent, respond and recover from all hazards. Through our homeland security efforts we are forging increased communication and cooperation ties through all sectors of government, the private sector and citizens. We are improving our awareness and involvement with our communities and regions.

"Small opportunities are often the beginning of great opportunities." – Demosthenes

Essentially our statewide strategy is made of many interlocking elements. We build on existing capabilities that incorporate new requirements with current best practices using the expertise of all government, private sector groups and citizens. Our strategy provides a consistent and well integrated foundation for our objectives, the influencing of policy and the making of sound investments in expanded defense and security measures.

The major components of our strategy are several. We will lead and implement change by refining state-local-federal partnerships that are involved and engaged. Additionally, our focus is to solidify organization and laws that ensure we have effective policy, operational, and execution capability in place, and able to tailor and task organize to counter the threat. We'll further promote a uniform statewide incident command, emergency operations, intelligence sharing, and advisory alert systems that are integrated statewide and nationally. Education and training are key to protecting our society and we are committed to building capacity and capability to train our emergency responders, citizens, media, private sector, government and elected officials. Furthermore, we must practice our capability with effective exercises that integrate all sectors and maximize their training value with multiple objectives. Equally important is sharing responsibility to equip and train our response capability, building capacity with a systems life cycle approach that ensures interoperable systems benefiting all hazards. Our integrated strategy also works to enhance statewide public health and chemical biological response capabilities with regional surge capacity for medical emergency and laboratory capability, education, training and logistics. Focused on ensuring our state ability to respond and recover we will document our resources, plan/exercise capability to receive resources and grow our recovery capacity. All are important to rapidly restoring normalcy should we not be able to avoid threat. And finally, as Benjamin Hoff said, *"Learning is meant to be – active, passionate, and personal,"* we'll take our lessons learned and grow stronger as a statewide community.

The time is now and we have the opportunity within the state to make great progress. To move forward we have developed strategic goals, objectives, strategies and performance measurements to provide direction and priorities for our combined efforts. Together they provide the message on what we must do to succeed, support our mission, vision and show the finish line on what we would like to achieve.

Normally we do strategic planning for a single organization. This effort, homeland security, is very unique in its conceptual nature and integration of so many sectors of society. Our balanced scorecard lists our goals, objectives, strategies, and measures. This will be followed later with a task oriented action work plan for our objectives. To team this partnership we have consciously chosen to amend traditional type performance measures using a green, amber, red color coding that we will collectively determine as a state to indicate progress. We know we will progress and this allows our relationships to team together and mature through time.

We would again, like to take the opportunity to thank our statewide partners for a tremendous effort. Very difficult – but of top priority to our state, this document is the product of countless dedicated professionals. The strategic planning process for homeland security is a statewide collaborative process, and will grow and change as we move through time.

TEAM WASHINGTON

**It Takes Us All – be on the team
And what you do Is Important!**

✦ TABLE OF CONTENTS ✦

✦INTRODUCTION✦

The strategies of American adversaries have shifted throughout the ages to seek and exploit our vulnerabilities. Terrorism in many respects represents a change in the strategy of how to deter, prevent and respond to these acts of terror. As we are a proud and strong nation of sovereign states we are not easily defeated by conventional means. Shifting of strategy indicates an evidence of desire to commit terrorism which allows an enemy to apply fewer resources to targets of opportunity. This disrupts our way of life as terrorism creates local disasters within our communities, while consequently attempting to break down the bonds between our citizens, the military and government at all levels.

In the face of threat that shows a change in methodology, and strategy, we will adapt our thinking to counter and defeat those aims. Our strategy can and will counter this shift by our enemies by teaming together in a stronger more unified whole with shared responsibility. Blurring the lines of jurisdictions and single focus disciplines we are joining together in a "system of systems" within our state border, regionally and nationally in partnership with other states and the federal government. We are working together to understand our threats, effective countermeasures, and how all the resources we collectively utilize team to prevent attack, prepare for the possibility, and respond if an attack occurs.

Purpose

The statewide strategy purpose is to think globally within our state to capture the big picture and "connect the dots" to ensure we are maximizing results through a focused approach. Strategic planning allows us to prioritize and choose our mutual goals/objectives to concentrate aiming towards achieving our mission and ultimate vision while supporting the values important to us.

Objectives

Our goal is to support the National Strategy without repeating by providing clear guidance statewide to prevent terrorist attacks within our borders, reduce our vulnerability to terrorism, plus minimize the damage from and recover from attacks if they do occur.

Our effort looks to take a systems approach to homeland security reflecting statewide interests. This will facilitate an overarching linkage between our systems, communities and all sectors to connect our efforts, prioritize, allocate resources, enhance communication, promote interoperability, improve and sustain our emergency preparedness, response, recovery capability and eliminate any gaps.

Our framework looks at partnership of organizations and individuals to expand our roles where appropriate beyond traditional natural hazards to include homeland defense and security, addressing the additional threat of terrorism across the full spectrum of detection, prevention, mitigation, preparedness, response, recovery and prosecution.

✦ VISION STATEMENT ✦

Washington – a safe place to live.

✦ MISSION STATEMENT ✦

**To protect ourselves, our property, our environment and our economy
from terrorism and other hazards – and to minimize the effects
through mitigation, preparedness, rapid response and recovery
with a partnering together of citizens, private sector and government
in Washington State.**

✦ CORE VALUES ✦

- **Freedom**

- **Community Health and Safety**

- **Quality of Life**

- **Economic Prosperity**

- **Security – Protect People, Infrastructure and the Environment**

- **Shared Responsibility, Accountability & Teamwork – All Citizen and All State Focus**

- **Ethical Relationships and Management**

- **Continuous Improvement**

- **Financial Stewardship**

✦ <u>GUIDING PRINCIPLES</u> ✦

"We must think anew and act anew – then we will save our country."
Abraham Lincoln, 1865

- **Homeland security is a shared responsibility.**

- **A systems fielding approach to planning, equipping, training, exercising will maximize results for our capability to prevent terrorism, respond if needed and recover.**

- **We will leverage investment to benefit all hazards within our borders, and existing preparedness/response/recovery capabilities to meet emerging threats to our state and its citizens.**

- **Our intent is all Citizens and all State focus – to promote and involve an empowered citizenry throughout the state.**

- **We believe in a combined and flexible approach to think regionally and plan as a total statewide community.**

- **Our goal is to establish priorities, set realistic expectations, and promote accountability.**

- **The following of standards or creation where none exist, enhances interoperability for safe and effective operations.**

- **We recognize that the effects of all terrorist attacks occur locally and our state will be secure when our hometowns are secure.**

- **A collective/collaborative philosophy will maximize our efforts to accomplish our critical missions.**

- **We face a networked adversary that is conducting a campaign against our freedoms. To defeat this threat we will join together and task organize with the appropriate assets tailored to meet each specific emergency.**

- **Throughout our efforts we will protect our citizen's right to privacy.**

- **We are committed as a state to ensure that how we spend money and what we do for homeland security is important - supports our vision, mission goals and objectives.**

✦ <u>STRATEGIC HOMELAND SECURITY PRIORITIES</u> ✦

"The way to be safe is never to be secure." – Benjamin Franklin

The following list describes some of the critical homeland security priority areas which focus on a common understanding of our shared roles and responsibilities:

- Intelligence/information sharing among federal, state, local government and private industry
- Enhance public health and healthcare system
- Planning, training, equipping and exercising emergency responders (public and private).
- Expectations of Our Population
- Building an Involved and Educated Citizenry
- Collaborative Statewide Partnership
- Funding – Shared Responsibility to Build Capacity and Long Term Financial Stability
- Continuity of State and Local Governments
- Continuity of Critical State Services
- Responsible Elected Officials Educated in Emergency Management
- Continuity of Business and the Economy
- Identification and Definition of State/Regional Domestic Security Organization, Roles and Responsibilities
- Integrate all State Sectors (Private, Public, Tribal, Government, Citizens)
- All Sector - Education, Information, Communication and Partnership
- Critical Infrastructure Identification, Planning, Key Asset Assessment and Protection for all Sectors – Hardening our Society
- Infrastructure Interdependencies
- Information Sharing Interoperability, and Security
- Statewide Communications Process and Plan
- State Ability to Evaluate, Assess and Understand Threats
- Emergency Management Capacity and Capability
- Homeland Security Advisory System
- Incident Management System Implemented, Trained & Exercised
- Military Response Capacity and Capability
- Volunteer Services Capacity and Capability
- Weapons of Mass Destruction Prevention, Preparation & Response
- Law (State and Federal)
- Borders and Ports
- Transportation Networks
- Volunteer Services
- Schools
- Citizens with Special Needs
- Streamlined processes that are effective, and are user friendly (e.g., e-commerce).
- Leveraging Technology to increase capabilities.

✦ STRATEGIC THEMES/CRITICAL MISSION AREAS ✦

The areas that we must excel at statewide to accomplish our mission, vision and support our values are:

- ### Partnership and Leadership

  We are committed as a statewide community to work together to make our state a safe place to live, work and enjoy. Through this we will promote a collaborative environment of shared responsibility to share information, resources, assistance, and expertise as we jointly work toward our mutual security environment.

- ### Communication

  In all aspects of our entire homeland security efforts we will work towards interoperable linked systems that provide information on any related topic area to those who need it that is easy to use and understand.

- ### Preventing Attacks

  We are dedicated towards a wide spectrum of prevention efforts to including our intelligence and warning capabilities to ensure joint situational awareness, security of our borders and domestic counterintelligence understanding and proficiency.

- ### Reducing Vulnerabilities – Emergency Preparedness and Readiness

  Our goal is to protect our economy, infrastructure, population and environment. We will work to protect our infrastructure, build capacity through mitigation efforts to make our state terrorism disaster resistant with efforts applied in advance. Additionally, to focus on defending against catastrophic threat through exploring new and technologies, capabilities, partnerships and training.

- ### Minimizing Damage & Recovering from Attacks – Emergency Response & Recovery

  "Trained, Equipped and Exercised = A Ready – Washington State." We must continue to prepare to minimize the damage from and recover rapidly from any attacks that may occur despite our best efforts to prevent them. Our efforts will integrate and be all hazards focused to benefit the full spectrum.

- **Resourcing Capacity**

  Resources are not unlimited. We will share responsibility at all levels of government, private sector and communities to fund and ensure wise stewardship of scarce resources that is synchronized and focused on our goals and objectives. Rather than narrowly focusing on looking for today's resources we are also working to build long-term financial stability.

- **Education and Training**

  Team Washington will work towards effective and comprehensive education for all our emergency responders, communities, citizens, government and private sector entities using this growth to flexibly change our priorities, planning, operations, training and systems to adapt to inevitable change.

✦ ORGANIZATIONAL STRUCTURE ✦

The Washington State domestic organizational structure is shown by the diagrams in the following two pages.

Regional Homeland Security Coordination Districts (RHSCD) (Figure # 1)

The Washington state regional planning and coordination structure for Homeland Security is divided into nine regions that are composed of one or more of the state's 39 counties. Regional configuration is for the purpose of distributing federal grant monies, developing priority lists of equipment needs for emergency responders, executing training exercises, and creating regionally based mutual aid plans. The regional organization and statewide coordination council has increased communication and collaboration, sharing of best practices, across the state and has helped facilitate the sharing of resources between cities/counties with varying capacity and resources. Resource ownership and conduct of operations is maintained at the local jurisdiction level, with coordination and planning facilitated by the region.

Domestic Security Executive Group (Figure 2)

The Washington State is the state executive level policy and advisory group to advise the Governor and Homeland Security Advisor on all matters pertaining to state domestic security.

Emergency Management Council (Figure 2)

The Emergency Management Council advises the Governor and the Director on all matters pertaining to state and local emergency management. To accomplish this, the Emergency Management Council:

- Assesses hazards, vulnerabilities, threats, and status of local and state preparedness.

- Coordinates and synchronizes state and local emergency management planning and activities to include compliance with state and federal laws.

- Recommends improvements of state and local emergency management.

- Prioritizes initiatives and seeks external support.

- Serves as a forum to discuss, monitor, and support the implementation of identified initiatives.

Committee on Terrorism (Figure 2)

The Committee on Terrorism develops and recommends to the Emergency Management Council (EMC) statewide strategies that address threats and acts of terrorism through mitigation, preparedness, and response and recovery activities. The COT provides the state the ability to dialogue across functions, disciplines, organizations, projects and grants to integrate homeland security within our state, and to reach out regionally (both inter and intra state) to other partners. Organized functionally into sub-committee's there are workgroups for equipment, training, information, intelligence, grants and resources, strategy development and an infrastructure working group. This organizational structure facilitates a statewide approach to planning, equipping, training and exercising our capabilities and building our capacity. The membership is from state agencies, emergency management agencies, emergency medical service agencies, local fire departments, law enforcement agencies (Chiefs/Sheriffs), public health agencies, and the FBI. There are also many advisory members from a variety of sectors and associations.   The Washington State Emergency Management Division within the Washington Military Department provides support to facilitate collaboration and communication for committee operations for both the Emergency Management Council and the Committee on Terrorism. The committees' objectives are:

- Develop a statewide strategy for preventing planning and responding to threats and acts of terrorism.

- Identify resource opportunities and recommend appropriate lead agencies or other lead entities for specific grants.

- Identify, develop and recommend standards for equipment and training for statewide interoperability.

- Provide a forum for general coordination and the exchange of information among federal, state and local entities.

- Recommend policy changes to improve and enhance statewide preparedness.
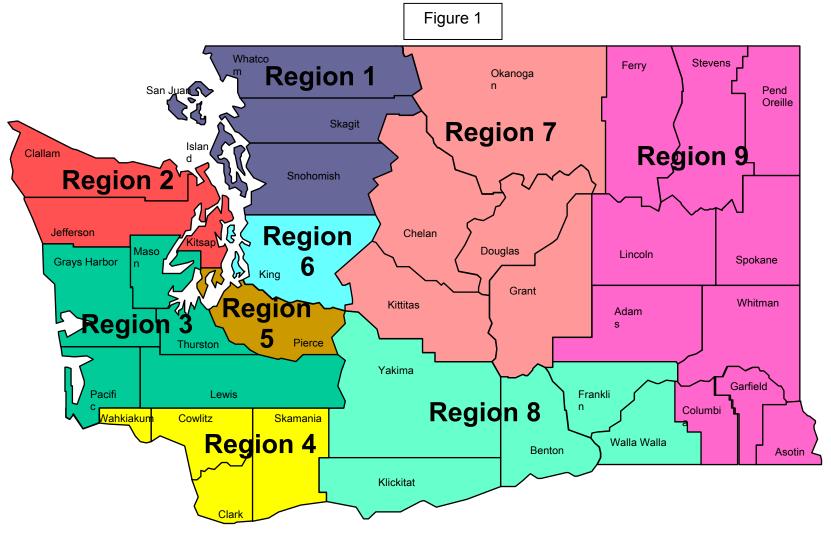
The Joint Terrorism Task Force (JTTF)

This is a multi-agency investigative unit led by the Seattle regional office of the Federal Bureau of Investigation (FBI). Its objective is to coordinate terrorism-related criminal investigations with the participation of federal, state, and local law enforcement agencies.

The Anti-Terrorism Advisory Council (ATAC)
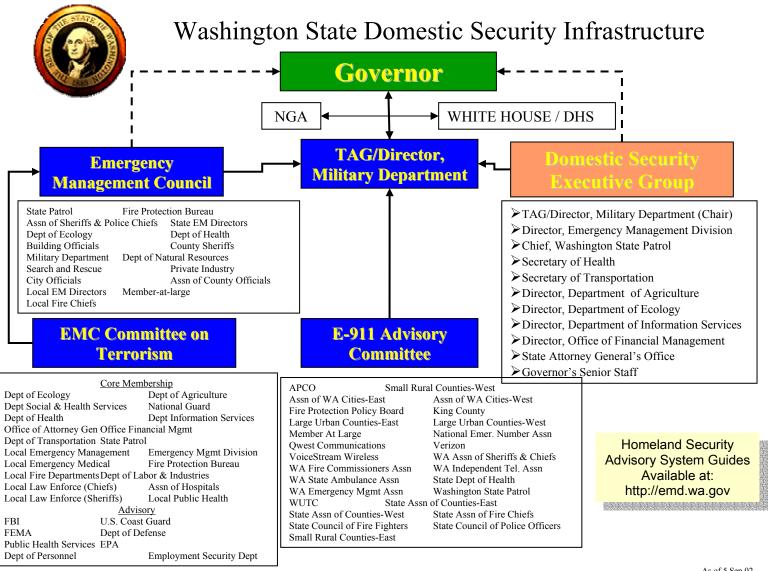
Formerly the ATTF, this is the U.S. Attorney's office group within the state that supplements the work of the JTTF by coordinating and monitoring statewide information sharing. The state of Washington has the only combined ATAC where both the eastern and western U.S. Attorney's offices have combined into one statewide advisory council.

Regional Homeland Security Coordination Districts (RHSCD)

Figure 1

[1]Note: These coincide with Local Health Regions for Bioterrorism Planning & Coordination

5/5/2004

Figure 2

Washington State Domestic Security Infrastructure

Governor

NGA ⟷ WHITE HOUSE / DHS

TAG/Director, Military Department

Emergency Management Council

State Patrol
Assn of Sheriffs & Police Chiefs
Dept of Ecology
Building Officials
Military Department
Search and Rescue
City Officials
Local EM Directors
Local Fire Chiefs

Fire Protection Bureau
State EM Directors
Dept of Health
County Sheriffs
Dept of Natural Resources
Private Industry
Assn of County Officials
Member-at-large

Domestic Security Executive Group

➢ TAG/Director, Military Department (Chair)
➢ Director, Emergency Management Division
➢ Chief, Washington State Patrol
➢ Secretary of Health
➢ Secretary of Transportation
➢ Director, Department of Agriculture
➢ Director, Department of Ecology
➢ Director, Department of Information Services
➢ Director, Office of Financial Management
➢ State Attorney General's Office
➢ Governor's Senior Staff

EMC Committee on Terrorism

E-911 Advisory Committee

Core Membership

Dept of Ecology
Dept Social & Health Services
Dept of Health
Office of Attorney Gen
Dept of Transportation
Local Emergency Management
Local Emergency Medical
Local Fire Departments
Local Law Enforce (Chiefs)
Local Law Enforce (Sheriffs)

Dept of Agriculture
National Guard
Dept Information Services
Office Financial Mgmt
State Patrol
Emergency Mgmt Division
Fire Protection Bureau
Dept of Labor & Industries
Assn of Hospitals
Local Public Health

Advisory

FBI
FEMA
Public Health Services
Dept of Personnel

U.S. Coast Guard
Dept of Defense
EPA
Employment Security Dept

APCO
Assn of WA Cities-East
Fire Protection Policy Board
Large Urban Counties-East
Member At Large
Qwest Communications
VoiceStream Wireless
WA Fire Commissioners Assn
WA State Ambulance Assn
WA Emergency Mgmt Assn
WUTC
State Assn of Counties-West
State Council of Fire Fighters
Small Rural Counties-East

Small Rural Counties-West
Assn of WA Cities-West
King County
Large Urban Counties-West
National Emer. Number Assn
Verizon
WA Assn of Sheriffs & Chiefs
WA Independent Tel. Assn
State Dept of Health
Washington State Patrol
State Assn of Counties-East
State Assn of Fire Chiefs
State Council of Police Officers

Homeland Security Advisory System Guides Available at: http://emd.wa.gov

As of 5 Sep 02

✦ **COLLABORATIVE PARTNERS** ✦

The following lists indicate some of the collaborative partners with an ongoing domestic security relationship.

- Councils and Committees

  - Governor's Domestic Security Executive Group
  - Emergency Management Council
  - Committee on Terrorism
  - Regional Homeland Security Coordination Council
  - State Interoperability Executive Committee
  - State Emergency Response Commission
  - US Attorney (Anti-Terrorism Task Force)
  - Citizen Corps Councils
  - Joint Terrorism Task Force (JTTF)
  - Anti-Terrorism Advisory Council (ATAC)

- State Agencies:
  - Office of Financial Management
  - Department of Natural Resources
  - Deparment of Ecology
  - Department of Fish and Wildlife
  - Washington State Patrol
  - Washington Utilities and Transportation Commission
  - Department of Health
  - Department of Agriculture
  - Department of Social and Health Services
  - Department of Information Services
  - Office of the Attorney General
  - Department of Transportation
  - Department of Labor and Industries
  - Department of Personnel
  - Employment Security Department
  - Department of General Administration
  - Office of the Superintendant of Education

- Federal Agencies/Offices:
  - US Department of Homeland Security
  - Federal Bureau of Investigation
  - Department of Defense
  - Department of Justice
  - United States Attorney's Office
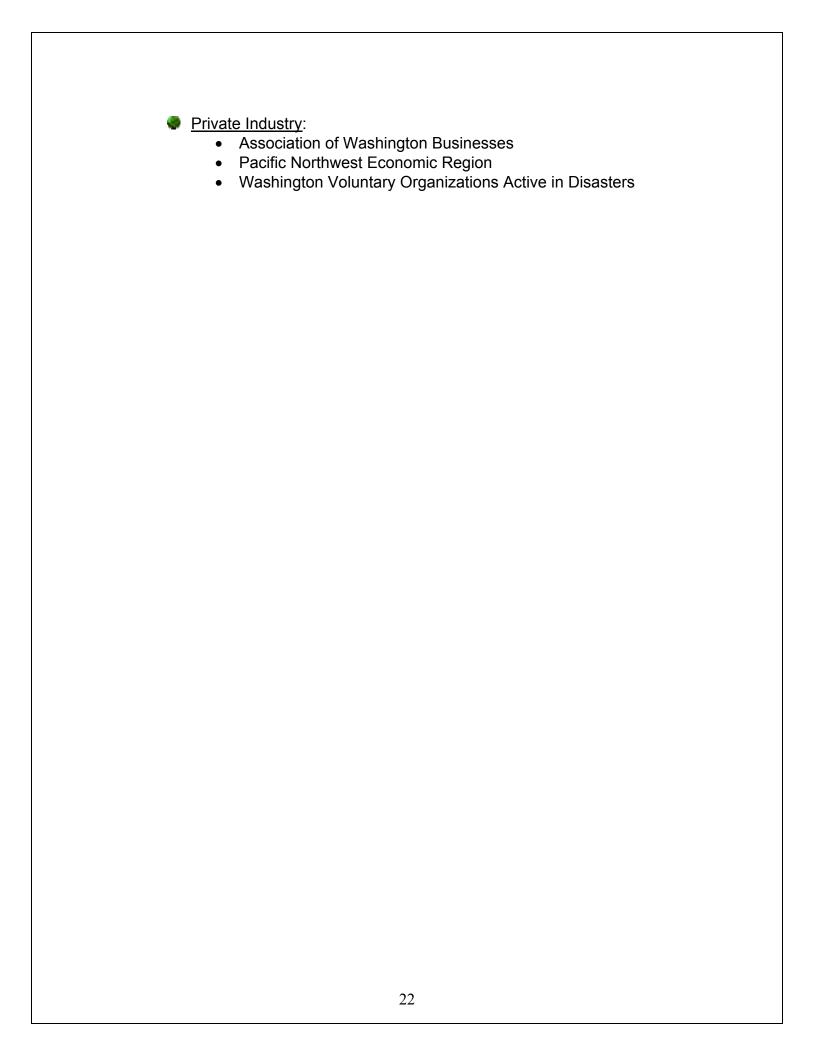 - Environmental Protection Agency
  - Department of Energy

- Bureau of Immigration and Customs Enforcement
- Bureau of Customs and Border Protection
- U.S. Coast Guard
- Transportaion Security Administration
- Office of Domestic Preparedness
- Emergency Preparedness & Response Directorate
- Corps of Engineers

- Local Government:
  - Native American Tribes
  - Cities and Counties
  - Ports Authorities
  - Schools
  - Power, water, sewer and other special service districts
  - Emergency emergency responders (fire, ems, health, police, sheriff, E911, emergency managers)
  - Search and Rescue
  - Emergency Medical Services
  - Hospitals & Public Health
  - Colleges and Universities
  - Non-Profit Groups
  - Critical Infrastructure Organizations

- Organizations and Associations:
  - Fire Protection Bureau
  - Washington Association of Sheriffs & Police Chiefs
  - Association of Hospitals
  - Association of Washington Cities
  - Association of Washington Counties
  - Fire Protection Policy Board
  - WA Associations of Contingency Planners
  - Washington Ports Association
  - WA State Association of Local Public Health Officials
  - WA EMS and Trauma Care Steering Committee
  - Washington Computer Incident Response Center (WACIRC)
  - Association of County/City Information Center (ACCIS)
  - WA Fire Commissioners Association
  - WA State Ambulance Association
  - Washington State Emergency Management Association
  - WA State Association of Fire Chiefs
  - National Emergency Management Association
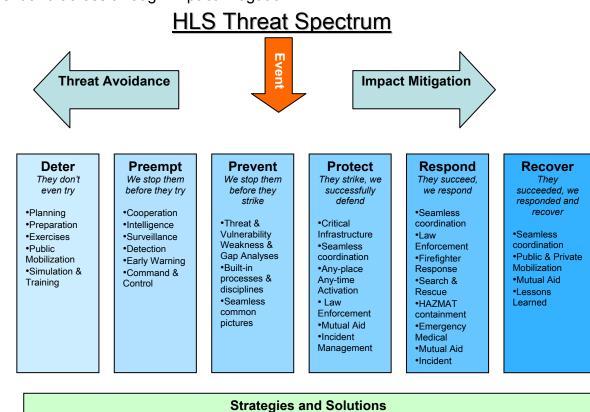 - National Law Enforcement & Corrections Technology Ctr.

- Private Industry:
  - Association of Washington Businesses
  - Pacific Northwest Economic Region
  - Washington Voluntary Organizations Active in Disasters

✦ **RISK, THREAT, VULNERABILITY** ✦

Over the last ten years there have been numerous documented terrorist activities from extremist groups and terrorist cells operating within our borders. These individuals and groups have used tactics that include conventional weapons, improvised explosive devices, bio-terrorism hoaxes, cyber attacks and high yield explosives. Many others have been prevented in the planning stages. In addition, terrorism funding efforts have been uncovered and stopped. These known threats may be no more than the tip of the iceberg.

Washington State is vulnerable to terrorist activity. Terrorism can be state sponsored, organized ideologues, or the outgrowth of a frustrated extremist fringe of polarized societal groups. Extremists have a different concept of morality than the mainstream society and can act alone or in highly disperse loose knit groups. Terrorists groups include:

- Ethnic separatists, and political refugees
- Left wing radical organizations
- Right wing racists, anti-authority survivalist groups.
- Extremist issue-oriented groups such as animal rights, environmental & religions.

The homeland security threat spectrum spans from threat avoidance, to the event and across through impact mitigation.

HLS Threat Spectrum

Threat Avoidance ← | Event | → Impact Mitigation

Deter	Preempt	Prevent	Protect	Respond	Recover
They don't even try	*We stop them before they try*	*We stop them before they strike*	*They strike, we successfully defend*	*They succeed, we respond*	*They succeeded, we responded and recover*
•Planning •Preparation •Exercises •Public Mobilization •Simulation & Training	•Cooperation •Intelligence •Surveillance •Detection •Early Warning •Command & Control	•Threat & Vulnerability Weakness & Gap Analyses •Built-in processes & disciplines •Seamless common pictures	•Critical Infrastructure •Seamless coordination •Any-place Any-time Activation • Law Enforcement •Mutual Aid •Incident Management	•Seamless coordination •Law Enforcement •Firefighter Response •Search & Rescue •HAZMAT containment •Emergency Medical •Mutual Aid •Incident	•Seamless coordination •Public & Private Mobilization •Mutual Aid •Lessons Learned

Strategies and Solutions

In particular in Washington State we face a set of unique challenges that contribute to our vulnerability. A relatively large state, we have over 66,582 square miles of terrain with many remote areas, and a long 325 mile international border with Canada composed of several minor and one major border crossings. With a population of almost 6M people, we have over 75 percent are living in the corridor that extends from Bellingham in the north to Olympia in the south, that is highly channellized by water and has highly congested traffic corridors. There are also a large number of transportation centers to access the state through air and sea ports that are heavily utilized for transit throughout the country. With a wealth of rivers and normally high snow pack, the state has over 1,000 dams with several major power facilities that are depended on by many states. There is a significant state presence for both nuclear storage in Hanford located in South Central Washington, and Umatilla Chemical Depot immediately to the south in Oregon creates additional state risks. Washington is also the location of several large and strategically important military installations serving as a power projection platforms for our nation. Equally important is the presence of a large number of national corporations that are leaders in their fields, and key historical buildings such as the Space Needle who all are potential targets and face threats.

Communities are vulnerable to terrorist incidents and most have high visibility and vulnerable targets. These critical facilities, sites, systems, and special events in the community are usually located near routes with high transportation access. The infrastructure sectors are and examples include:

Critical Infrastructure Sectors

- Agriculture

- Food

- Water

- Public Health

- Emergency Services

- Government

- Defense Industrial Base

- Information and Telecommunications

- Energy

- Transportation

- Banking and Finance

- Chemical Industry

- Postal and Shipping

Critical facilities, sites, and special events become more appealing during visits by high profile personalities and dignitaries. Sporting events such as the World Series, Super Bowl, Olympic Games and World Cup increase the probability of terrorist targeting. Additionally, international meetings and conventions provide terrorists an excellent environment in which to articulate their cause through violence.

Terrorists will go to great lengths to ensure an event produces the intended impact, even if it means destroying an entire structure or killing thousands. Commercially available materials agents can be developed into Weapons of Mass Destruction (WMD). Science and the Internet have made information relating to WMD technology available to an ever-widening audience, and terrorists and other would-be criminals are using it for WMD experimentation. Experts generally agree that there are five categories of terrorist incidents: chemical, biological, explosive, radiological, nuclear, and explosive.

Chemical agents are very lethal, easy to produce and relatively inexpensive, and are capable of producing substantial casualties. Complicating this area is an extensive legitimate chemical product industry of facilities, personnel and equipment that if miss-used can be turned into terrorist weapons of mass destruction. A chemical attack is the deliberate release of a toxic gas, liquid or solid that can poison people and the environment. Easily within reach of many these weapons have been used in some terrorist acts such as the Tokyo subway attack. Chemical terrorism acts are likely to be overt because the effects of chemical agents absorbed through the skin or mucous membranes are usually immediate, obvious and will require rapid mobilization of all levels of emergency responders.

Biological agents pose a serious threat because of their accessible nature and the rapid manner in which they spread. Several biological agents can be adapted for use as weapons by terrorists where they release large quantities of living, disease-causing micro-organisms. Biological weapons are especially dangerous because the use is covert and we may not know immediately we have been attacked, allowing an infectious agent time to spread. A biological incident will most likely be emergency recognized in the hospital emergency room, medical examiners office, or within the public health community long after the terrorist attack. Recipes for preparing "homemade" agents are readily available, and potential foreign nation stockpiles create another possible source for terrorists allowing them weapons created for mass dissemination as small-

particle aerosols. Many are very contagious and often fatal. As chemical attacks tend to be overt and biological more covert the consequences of both, once discovered, will require mobilization of the emergency responder community to include all levels and disciplines. In addition, with the case of biological outbreaks the rapid procurement and distribution of large quantities of drugs and vaccines is critical for treatment, containment, and to avoid mass casualty and panic in society.

Radiological threat weapons or "dirty bombs" combine radioactive material with conventional explosives to spread radioactive materials over a targeted area. It is not a nuclear blast. The force of the explosion and radioactive contamination will be more localized. While the blast will be immediately obvious, the presence of radiation will not be clearly defined until trained personnel with specialized equipment are on the scene. As with any radiation, you want to try to limit exposure. They can cause widespread disruption and fear, particularly in heavily populated areas. The consequences of such an attack are mass panic, hysteria and contamination.

Nuclear threat is the use, threatened use, or threatened detonation of a nuclear bomb or device. At present, there is no known instance in which any non-governmental entity has been able to obtain or produce a nuclear weapon. The most likely scenario is the detonation of a large conventional explosive at a nuclear site or the use of a "suitcase" nuclear device. The consequences of such an attack would cause a public health crisis as well as the panic from nuclear fallout concerns.

Explosive incidents account for 70 percent of all terrorist attacks worldwide. Bombs are terrorist's weapon of choice. The Internet and local libraries provide ample information on the design and construction of explosive devices. Targets range from small gatherings (suicide bombers) to structures containing thousands of people (vehicle bombs). The consequences of such an attack are mass panic, hysteria and secondary explosive devices. Incendiary devices which are also included in the explosive category are either mechanical, electrical, or chemical devices used to intentionally initiate combustion and start fires. Their purpose is to set fire to other materials or structures. These devices maybe used singularly or in combination. Conventional responses may trigger secondary attacks on the response community. The consequences of such an attack when terrorism related are to cause mass panic hysteria.

Cyber terrorism is a relatively new phenomenon used to potentially disrupt our society and exploit our increasing reliance on computers and telecommunication networks. Cyber-terrorism threatens the electronic infrastructure supporting the social, health, and economic well being of Washington's citizens. Interlinked computer networks regulate the flow of power, water, financial services, medical care, telecommunication networks, and transportation systems. The public and

private sectors' unprecedented dependence on information and communications systems, computers, and networks, demonstrate three realities:

- Our networks are vulnerable to attack from any source. The ability to distinguish a singular hacker-type incident from a cyber-terrorist attack may not be readily evident.

- The tools for conducting cyber-terrorism are widely available, broadly advertised, and easily used. Potential attackers only require access to a computer and a telecommunications network.

- Only with sophisticated methods and efforts can the source of the attack potentially be identified and tracked. As with any terrorist activity, the use of intelligence to uncover potential threats is the best means to prevent the disruption and chaos that could result from a cyber attack.

Terrorism is a very much a strategy and a tactic, a means of attack. Our adversaries seek to remain invisible, lurking in the shadows and attack targets of opportunity aimed at perceived vulnerabilities to achieve maximum possible cultural attention and impact. Terrorists transform objects of our everyday lives into weapons to cause death and destruction on unsuspecting citizens in our hometowns and on our streets. Terrorism is discriminate since it has a purpose, but indiscriminate in that the terrorist has neither sympathy nor hate for the randomly selected victim. Communities should use the existing processes and methodologies developed for the successful management of other hazards. Plans and systems developed for natural hazards can serve as templates as a foundation for handing terrorism events. Existing plans can be expanded to incorporate the new requirements to meet terrorism threats with using current best practices and the expertise of all government and private sector groups.

✦ CHALLENGES, RISKS & OPPORTUNITIES ✦

Engaging in the process of strategic planning allows us to maximize our strengths and minimize our risks by focusing and synchronizing our efforts statewide. In combination with this strategic planning process, we are also collectively conducting in-depth threat and vulnerability assessments and related strategy planning to minimize our risk exposure.

The risks we collectively face are the complexity of avoiding a threat and inadequate funding. With the increasing evidence of terrorist acts and a willingness to commit terrorism we see an enemy that knows they cannot defeat us conventionally. This shifting towards terrorism is a change in strategy to apply fewer resources to targets of opportunity and disrupt our way of life. Quite simply to deter, preempt and prevent an attack is an extraordinarily complex body of tasks to achieve threat avoidance. The complexity of the asymmetric attack we face in a terrorism scenario increases the expectations and demands of our citizenry, and the systems required to provide public and security services.

Our strengths lie in our collective ability to work as a statewide team to plan, exercise, train and deploy a range of personnel to react to risks. The spirit of our state is one of cooperation and courage to face difficult tasks and succeed. We are tackling tough issues and making progress throughout as we address the threat of terrorism and using these lessons learned to benefit our all hazards approach to emergency management. This is the same approach we take to resourcing with a focus on dual use acquisitions, and executing fiscal discipline as wise stewards of public funding.

The obstacles we face are resource related and the challenge of many competing requirements. We are facing a tough economic environment in the state with diminishing resources competing for many important priorities. While public health and safety remains a top state priority, the reality of diminishing resources decreases our ability to invest in increasing our state disaster resistance. Facing these constraints we are sharing responsibility for continued strengthening of our state capabilities by leveraging federal funding sources to benefit not only our fight against terrorism but also meet our other hazard threats.   The nature of business, whether it is state agencies, local governments, the private sector, the emergency management community, citizens or others has increasingly become one of fast paced growing demands with only finite resources available to meet them. Terrorism is yet another aspect of our lives that has added to the difficulty in balancing competing priorities and challenges. To meet this we are working to ensure solid processes and linkages are in place that facilitate communication, and streamline the way we do business with our many collaborative partners.

As Albert Einstein said *"In the middle of every difficulty lies opportunity."* Yes, it is hard – the difficulty of facing a hidden adversary through the threat of terrorism is complex business, but it has also benefited us as a state and nation with opportunities. In this strategic plan we see many opportunities for increasing our ability to prepare, prevent, respond and recover from all hazards. Through our homeland security efforts we are forging increased communication and cooperation ties through all sectors of government, the private sector and citizens. We are improving our awareness and involvement with our communities and regions. Interoperability, has increased through a greater focus on planning, training, equipping and

exercising our joint capabilities. The increased dialogue throughout has built strong relationships and familiarity that strengthens our ability to meet, respond and recover from hostile acts that cannot be avoided. In particular the increased involvement with citizens provides the opportunity to increase total awareness and education that will improve our ability to meet all types of hazards. We have the opportunity to extend scarce resources and invest in technology solutions that will improve our ability to meet all threats, become more efficient, and protect our citizenry.   Planning, training and exercising benefits extend across a wide spectrum beyond the immediate focus of terrorism to test both our capability and collective capacity.

We believe optimistically that every risk and obstacle is an opportunity waiting to be exploited, and are very blessed to be living in a nation and state founded upon freedom. As C. Wright Mills, said and we also see in Homeland Security Strategic Planning, *"Freedom is not merely the opportunity to do as one pleases; neither is it merely the opportunity to choose between set alternatives. Freedom is, first of all, the chance to formulate the available choices, to argue over them – and then, the opportunity to choose."*

✦ STRATEGIC GOALS ✦

"Small opportunities are often the beginning of great opportunities." Demosthenes

THEME: PARTNERSHIP & LEADERSHIP

Goal: Collectively engage to ensure statewide interests are understood and met.

Interests

Objective 1.1 Statewide Homeland Security Interests, Roles and Responsibilities.

Strategies:

1. Refine and continue to grow partnerships (other states, government, private sector, tribal, regions, committees, associations, and citizens) to integrate homeland security efforts statewide, ensuring synchronized resourcing, training, equipping, exercising, and information sharing.

2. Define the linkages to best integrate existing capabilities and capacity with refined structures, lines of communication, roles and responsibilities, changing where necessary, to meet the new threats of terrorism.

3. Focus on our ability to tailor and task organize resources to meet each unique threat under an effective response and incident management system.

Performance Measures

Green = Achieved goal/making progress.

Amber = On hold/deferred – awaiting time, money or resources.

Red = Progressing slower than desirable.

- Refinement of roles, responsibilities, lines of communication, and statewide interests.

THEME: PARTNERSHIP & LEADERSHIP

Goal: Collectively engage to ensure statewide interests are understood and met.

State Law Review and Changes

Objective 1.2 Review and Develop State Law Changes.

Strategies:

1. Develop and implement state law changes necessary to prevent terrorism.

2. Develop a system to monitor and provide input to on state and national legislation that impacts homeland security.

Performance Measures

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- State agency review of WAC/RCW .
- State system to flag and monitor state and national legislation that impacts homeland security.

THEME: PARTNERSHIP & LEADERSHIP

Goal: Collectively engage to ensure statewide interests are understood and met.

Homeland Security Task Force

Objective 1.3 Statewide Domestic Security Organization and Structure

Strategies:

1. Examine with the Executive Management Council whether the existing domestic security organization structure best serves our statewide interests and supports the National Strategy.

2. Work to increase our focus to concentrate on the full range of the terrorism threat expanding into the prevention and to advance concepts and initiatives into deliverables.

3. Develop a partnership internally to the state, with other states and federal partners to include the Department of Homeland Security and military support to share information and best practices.

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- Agreement on structure, relationships, roles, scope of work, and expectations.
- Effective partnership internally within the state and externally with our stakeholders.

COMMUNICATION

Goal: To facilitate statewide communication and collaboration by enhancing current, and creating new systems where necessary.

Public Information

Objective 2.1 Educate our Citizens

Strategies:

1. Develop a complete homeland security public education and information program in partnership with government at all levels, the private sector and citizens.

2. Create in partnership with the media an effective public relations advertising strategy.

3. Develop e-commerce capability and capacity to provide homeland security information and resources.

Performance Measures

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Red = Progressing slower than desirable.

- Completed public education program.
- Developed public relations advertising strategy.

- Centralized homeland security website initiated.

COMMUNICATION

Goal: To facilitate statewide communication and collaboration by enhancing current, and creating new systems where necessary.

Statewide Communications Systems

Objective 2.2 Integrate and Improve Communications Networks & Advisory Systems

Strategies:

1. Define statewide all hazard response interoperability standards, inventory statewide systems, and determine interoperability gaps.

2. Develop a statewide tactical wireless plan, resourcing strategy, and education for emergency responder's interoperability.

3. Implement the Homeland Security Advisory System statewide with plans, education, and continuing dialogue with partners to improve.

Performance Measures

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- Complete the statewide communications systems interoperability standards definition, and inventory.
- Development of a statewide tactical wireless plan, education, and resourcing strategy.
- Statewide understanding on the meaning and use of the Homeland Security Advisory System.

Statewide Communications Process

Strategies:

1.   Establish a homeland security communications plan for both secure and non-secure to communicate internal to the state and externally to achieve total integrated information sharing with state and federal partners.

2. Develop a communications education program.

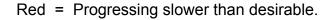3. Communications system training and exercise program to ensure statewide connectivity.

Performance Measures

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- Completed homeland security communications plan.
- Communications education program created and deployed.
- Integrated communications training and exercise program approach for state and local programs.

PREVENTING ATTACKS

Goal: Understand and be able to detect the threat; collectively ensure channels to communicate risks are in place and effective.

Terrorism Targets

Strategies:

1. Establish policy, principles, partnerships, and preventative strategies for critical infrastructure protection planning to identify our vulnerabilities, and what we want to protect.

2. Identify and prioritize critical infrastructure in partnership with the private sector.

3. Develop the capability to detect threat at critical infrastructure (e.g. ports). Additionally the capability to analyze, select, and implement alternatives to protect critical infrastructure, follow-up by evaluating results, and modify when necessary.
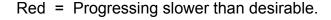
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Performance Measures

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- Develop infrastructure planning guidelines.
- Complete a statewide analysis to identify and prioritize critical infrastructure.
- Determine and implement strategies to protect our critical statewide infrastructure.

PREVENTING ATTACKS

Goal: Understand and be able to detect the threat; collectively ensure channels to communicate risks are in place and effective.

Monitoring & Surveillance

Objective 3.2 Terrorism Monitoring Systems & Surveillance

Strategies:

1. Partner regionally and nationally to determine best practices and effective systems for terrorist threat monitoring and surveillance.

2. Determine essential elements of critical information necessary to share between federal, state and local entities to prevent terrorist attacks before they occur.

3. Develop a terrorism monitoring and surveillance plan, training and education.

Green = Achieved goal/making progress.

Amber = On hold/deferred – awaiting time, money or resources.

Red = Progressing slower than desirable.

- Approved concept on how to accomplish statewide terrorist threat monitoring and surveillance.
- Complete terrorist threat essential elements of information definition.
- Plan developed for terrorism monitoring and surveillance training and education.

PREVENTING ATTACKS

Threat Evaluation

Goal: Understand and be able to detect the threat; collectively ensure channels to communicate risks are in place and effective.

Objective 3.3 State Capability to Evaluate & Assess Threat

Strategies:

1. Develop and work to resource a statewide system capability to evaluate and assess threat. Ensure that the capability is fully integrated from all disciplines, organizations and partners with state, federal, public and private entities. Ensure ability to receive, analyze and disseminate relevant information to those who need it in a timely manner through an Information Sharing and Assessment Center (ISAC) capability.

2. Create education for Washington state citizens, government, public and private sectors on how to recognize, and report threat.

3. Train and exercise our ability to evaluate and assess terrorist threat against our state.

Performance Measures

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- Development of a state-level Information Sharing Assessment Center (ISAC) to evaluate and assess intelligence.
- Complete education program for our state on how to recognize and report threat.
- Integrate terrorist threat evaluation and assessment into state and local training/exercise programs.

REDUCING VULNERABILITIES – EMERGENCY PREPAREDNESS AND READINESS

Goal: Enhance statewide emergency preparedness and readiness planning, equipping, training, and exercising.

TRAIN & EXERCISE

Objective 4.1 Equip, Train and Exercise Emergency Responders

Strategies:

1. Using a systems fielding approach that considers the entire life cycle, identify and resource equipment standards, priorities, shortages and funding requirements for emergency responders.

2. Develop and resource an effective and cost efficient multi-discipline training capability that will provide statewide emergency responders awareness level training and documentation credentialing.

3. Develop, plan and exercise for annual WMD preparedness certification.

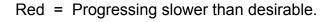| Performance Measures |
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 Green = Achieved goal/making progress.

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- Complete documentation of equipment standards, priorities, shortages, funding required and resourcing strategy.
- Agreement and resourcing for a statewide training and credentialing capability.
- WMD preparedness certification developed.

REDUCING VULNERABILITIES – <u>EMERGENCY PREPAREDNESS AND READINESS</u>

Goal: Enhance statewide emergency preparedness and readiness planning, equipping, training, and exercising.

VOLUNTEER CAPABILITY

Objective 4.2 <u>Build the Citizen Corps State Volunteer Capability</u>

Strategies:

1. Maximize opportunities to build capacity through the development and training of volunteer groups.

2. Promote and publicize volunteer opportunities to the public.

3. Include citizen corps groups in training and exercise opportunities as a component of our statewide response capability.

Performance Measures

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Red = Progressing slower than desirable.

- Identified citizen corps opportunities to increase statewide response capability and capacity.
- Communication and Education plans developed for citizen corps groups.
- Citizen Corps groups integrated into state and local training/exercise plans.

REDUCING VULNERABILITIES – EMERGENCY PREPAREDNESS AND READINESS

Goal: Enhance statewide emergency preparedness and readiness planning, equipping, training, and exercising.

PUBLIC HEALTH AND CHEMICAL/BIOLOGICAL CAPABILITIES

Objective 4.3 Enhance our Public Health/Healthcare and Chemical/Biological Response Capabilities

Strategies:

1. Training and education of health care professionals and the emergency responder community.

2. Optimize regional surge capacity for victims of terrorism through concentrated needs assessment, and planning to eliminate gaps in our capabilities.

3. Build our chemical/bioterrorism capability by expanding our laboratory capacity, continued disease preparedness activities, urgent disease reporting capability, education, training, exercises, and drills.

Performance Measures

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• Complete and conduct a statewide education program for terrorism health related threats.

• Needs assessment and planning completed for regional surge capacity for victims of terrorism.

• Increased chemical bioterrorism capability and capacity. Chemical/bioterrorism preparedness integrated into state, local training and exercise plans.

MINIMIZING DAMAGE & RECOVERING FROM ATTACK— EMERGENCY RESPONSE & RECOVERY

Goal: A comprehensive statewide system to bring together and coordinate all necessary assets to ensure rapid response, and recovery to normal conditions.

INCIDENT MANAGEMENT SYSTEM

Objective 5.1 National Incident Management System (NIMS) Deployment, Education, Training & Exercising

Strategies:

1. Active state-federal dialogue in the final design/approval of NIMS.

2. Comprehensive state-wide system education.

3. Include as an exercise priority, and after action topic for state and federal exercises. Work to ensure more people are able to work and gain experience in a multi-agency, multi-jurisdiction environment.
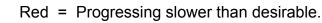
Performance Measures

Green = Achieved goal/making progress.

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Red = Progressing slower than desirable.

- Finalize incident management system in partnership with federal and state partners.
- Complete state-wide incident management education plan.
- Include incident management systems as an exercise objective in annual training plans.

MINIMIZING DAMAGE & RECOVERING FROM ATTACK— EMERGENCY RESPONSE & RECOVERY

Goal: A comprehensive statewide system to bring together and coordinate all necessary assets to ensure rapid response, and recovery to normal conditions.

EMERGENCY SUPPLIES

Objective 5.2 Emergency Event Resources Management Planning, Receipt and Distribution.

Strategies:

1. Plan for receipt, distribution, and exercise the capability to handle emergency response stockpiles (e.g. Strategic National Stockpile.)

2. Work to achieve a state-wide logistics resource database for equipment and supplies to include available assets from all sectors.

3. Ensure contingency plans and procedures are in place and updated to include streamlined emergency purchasing and acquisition procedures.

Performance Measures

Green = Achieved goal/making progress.

Amber = On hold/deferred – awaiting time, money or resources.

Red = Progressing slower than desirable.

- Push package material receipt and distribution and exercise plans developed.
- Concept and strategy to track statewide resources developed.
- Complete statewide contingency plans and update as required.

MINIMIZING DAMAGE & RECOVERING FROM ATTACK— EMERGENCY RESPONSE & RECOVERY

Goal: A comprehensive statewide system to bring together and coordinate all necessary assets to ensure rapid response, and recovery to normal conditions.

RECOVERY

Objective 5.3 Post Event Recovery Planning, Resourcing and Training.

Strategies:

1. Invest in and commit to resourcing our statewide recovery capability and capacity.

2. Include recovery tasks as training education objectives and include in annual exercises.

3. Develop a victim assistance programs and plans (e.g., special needs population, mental health issues, and orphans).
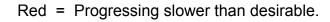
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Performance Measures

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Green = Achieved goal/making progress.

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- Improved statewide recovery capability and capacity.
- Recovery education and exercises developed.
- Victim assistance programs and plans for domestic threat recovery completed.

RESOURCING CAPACITY

Goal: To build long term financial stability – capacity and capability.

FUNDING OPPORTUNITIES

Objective 6.1 Funding Integrated Focus

Strategies:

1. Integrate, track and maximize funding opportunities, document receipts, and streamline processes. Coordinate statewide to reduce duplication of effort and resources.

2. Active partnership within all levels of government, the public and private sector to resource our long term needs and monitor our progress.

3. Work towards an e-commerce solution for all grant processes that is streamlined and user friendly.

Green = Achieved goal/making progress.

Amber = On hold/deferred – awaiting time, money or resources.

Red = Progressing slower than desirable.

- Strategy, Grants and Funding integration, and matrix updated on a continuing basis.
- Positive partnership to achieve funding solutions.
- Complete web based grant process developed that is streamlined and user friendly.

RESOURCING CAPACITY

Goal: To build long term financial stability – capacity and capability.

INTEROPERABILITY

Objective 6.2 Make Interoperable Acquisition Decisions.

Strategies:

1. Develop statewide interoperability standards and resource to standard.

2. Focus on achieving solutions that can link existing systems to benefit all hazards and work to achieve funding where not possible.

3. Share information and educate stakeholders so they can make informed decisions.

Performance Measures

Green = Achieved goal/making progress.

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Red = Progressing slower than desirable.

- Complete statewide interoperability standards.
- Information sharing through dialogue and communications systems.

- Statewide connectivity between all levels of government and sectors of the state.

RESOURCING CAPACITY

Goal: To build long term financial stability – capacity and capability.

FUNDING FOCUS

Objective 6.3 Commit to Shared Responsibility.

Strategies:

1. Refine and continue to develop integrated relationships to build and sustain strong statewide capability with our domestic security statewide infrastructure. Active dialogue, information sharing and participation with all stakeholders.

2. Fund a core statewide emergency responder equipment, training, exercising, and communications capability based on established standards, and with available funding build above that based on threat.

3. Balance the benefits and costs. Allocate resources where the benefit of reducing risk is worth the additional cost.

Performance Measures

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- Homeland security included and funded as a statewide priority of government and supported at the national level.
- Complete core level statewide emergency responder equipping and training requirements.
- Allocate resources to high risk statewide threats.

EDUCATION AND TRAINING

Goal: To team federal, state, local government, tribal, private sectors to educate the state in terrorism mitigation, preparedness, response and recovery.

INFORM & ENGAGE THE PUBLIC

Objective 7.1 Involve and Educate Citizens in their Own Security.

Strategies:

1. Commit only to reality, deliver it and be able to tell citizens why – what we can and cannot buy. Connect with our public, and establish a relationship. Citizens want a relationship with their government and are beyond "blind trust." Re-think and re-imagine what it means to be a citizen and provide them what they need to be better citizens and successfully face threat.

2. Create and deliver consistent programs and educational messages to Washington state residents on preparedness using methods that can reach effectively (e.g., web technology).

3. Ease anxiety while providing education and a "tool-kit" to prepare security plans all the way down to the family level. Partner with the media, private sector, associations, schools, and the tribes to be part of the solution.

Performance Measures

Green = Achieved goal/making progress.

Amber = On hold/deferred – awaiting time, money or resources.

Red = Progressing slower than desirable.

- Citizen awareness and satisfaction measured by survey.
- Complete citizen education program developed.
- Citizen materials completed.

EDUCATION AND TRAINING

Goal: To team federal, state, local government, tribal, private sectors to educate the state in terrorism mitigation, preparedness, response and recovery.

ELECTED OFFICIALS TRAINING

Objective 7.2 Elected Officials Training -- Incident Management & Continuity of Government.

Strategies:

1. Develop an elected official training program for incident management and continuity of government education.

2. Require statewide elected official participation in training.

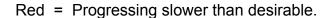3. Look for best practices in other states, partnership and pilot project opportunities.

Performance Measures

Green = Achieved goal/making progress.

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Red = Progressing slower than desirable.

- Complete elected official training program development and deployment.
- Elected official participation in training.
- Partnership with other states and federal resources to develop and fund training.

EDUCATION AND TRAINING

Goal: To team federal, state, local government, tribal, private sectors to educate the state in terrorism preparedness, prevention, recovery and response.

AFTER ACTION REVIEW

Objective 7.3 Lessons Learned -- Use to Help Make our State Terrorism and All Hazards Disaster Resistant

Strategies:
"Learning is meant to be – active, passionate, and personal." – Benjamin Hoff.

1. Develop, track and report performance measures in meeting the statewide strategic plan goals and objectives.

2. Conduct after action reviews for exercises, training, planning and partnering opportunities.

3. Document and share lessons learned.

Performance Measures

Green = Achieved goal/making progress.

Amber = On hold/deferred – awaiting time, money or resources.

Red = Progressing slower than desirable.

- Conducted after action reviews for training and exercises.
- Documented lessons learned.
- Methodology to share lessons learned developed

✦ **CONCLUSION** ✦

The world has changed and our resolve and commitment as a state is evident. Our goal is to build long term all hazards capability and capacity that is sustainable and financially stable. We are committed to working with our many partners to make that a reality. Much has been done to counter ongoing threats of terrorism in Washington State with the formation of new, and strengthening of existing partnerships, planning, regional coordination, and exercises. We are making progress in many areas, and to name just a few; public health, emergency responder equipment, communications, and increased dialogue as a community throughout the state. We do however face many challenges with declining budgets, and uncertainty as we work to move forward as a state.

Our strategic plan is the overarching global look to capture the "big picture" to ensure we are maximizing results through a focused approach. This plan is the product of collaborative bottoms up community based effort. It sets the direction and priorities to focus our partnership efforts and allow us to make wise choices. An evolving strategy, we will assess our progress, learn from our journey, and change as necessary.

The opportunity is great for Washington State and our country to move forward in securing our homeland, and the time is now.   The potential cost is simply too high to not be focused as a statewide community. We are committed as a state to forming meaningful partnerships to communicate and guide our actions. Through this we will accomplish conscious, calculated and collaborative change as we continue to dedicate ourselves to making our state a safe place to live, work and raise our families' in.

✦ **NEXT STEPS** ✦

We have created an evolving strategy based on the principles of collaboration and partnership. We will continue to mature these relationships and combine to move forward, prevailing against those who believe they can stand in the way of our commitment to make "Washington – a safe place to live."

We will use this strategy now, and in the future, to guide our actions and ensure accountability. This approach leads us to do and spend money on what is important to us as a state. Committed to the principles of quality management we will view this as a living document will update with time. Using the balanced scorecard and follow-on action plan we will work as a state in partnership with all sectors to resource, and execute initiatives that enhance our ability to prevent terrorist threat, and if unable to respond rapidly and recover.

TEAM WASHINGTON

It Takes Us All – be on the team
And what you do Is Important!

APPENDIX A: Balanced Scorecard

Washington – A safe place to live.

Goal	Objectives	Strategies	Measures	Lead/Sponsor
PARTNERSHIP & LEADERSHIP				
Collectively engage to ensure statewide interests are understood and met.	1.1 Statewide Homeland Security Interests, Roles and Responsibilities	1.1.1 Refine and continue to grown partnerships (other states, government, private sector, tribal, regions, committees, associations, and citizens) to integrate homeland security efforts statewide, ensuring synchronized resourcing, training, equipping, exercising, and information sharing. 1.1.2 Define the linkages to best integrate existing capabilities and capacity with refined structures, lines of communication, roles and responsibilities, changing where necessary, to meet the new threats of terrorism. 1.1.3 Focus on our ability to tailor and task organize resources to meet each unique threat under an effective response and incident management system.	1.1.1.1 Refinement of roles, responsibilities, lines of communication, and statewide interests. 🟩 🟨 🟥 Green = Achieved goal/making progress. Amber = On hold/deferred – awaiting time, money or resources. Red = Progressing slower than desirable.	*Leads/Sponsors (TBP)*
	1.2 Review and Develop State Law Changes	1.2.1 Develop and implement state law changes necessary to prevent terrorism. 1.2.2 Develop a system to monitor	1.2 .1.1 State agency review of WAC/RCW. 1.2.2.1 State system to flag and monitor state and national	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
		and provide input to on state and national legislation that impacts homeland security.	legislation that impacts homeland security	
	1.3 Statewide Domestic Security Organization and Structure	1.3.1 Examine with the Executive Management Council whether the existing domestic security organization structure best serves our statewide interests and supports the National Strategy.	1.3.1.1 Agreement on structure, relationships, roles, scope of work, and expectations.	
		1.3.2 Work to increase our focus to concentrate on the full range of the terrorism threat expanding into the prevention and to advance concepts and initiatives into deliverables.	1.3.2.1 Effective partnership internally within the state and externally with our stakeholders.	
		1.3.3 Develop a partnership internally to the state, with other states and federal partners to include the Department of Homeland Security and military support to share information and best practices.		

COMMUNICATION				
Goal	**Objectives**	**Strategies**	**Measures**	**Lead/Sponsor**
To facilitate statewide communication and collaboration by enhancing current, and creating new systems where necessary.	2.1 Educate our Citizens	2.1.1 Develop a complete homeland security public education and information program in partnership with government at all levels, the private sector and citizens.	2.1.1.1 Completed public education program.	
		2.1.2 Create in	2.1.2.1 Developed	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
		partnership with the media an effective public relations advertising strategy.	public relations advertising strategy.	
		2.1.3 Develop e-commerce capability and capacity to provide homeland security information and resources.	2.1.3.1 Centralized homeland security website initiated.	
	2.2 Integrate and Improve Communications Networks & Advisory Systems	2.2.3 Define statewide all hazard response interoperability standards, inventory statewide systems, and determine interoperability gaps.	2.2.3.1 Complete the statewide communications systems interoperability standards definition and inventory.	
		2.2.2 Develop a statewide tactical wireless plan, resourcing strategy, and education for emergency responder's interoperability.	2.2.2.1 Development of a statewide tactical wireless plan, education, and resourcing strategy.	
		2.2.3 Implement the Homeland Security Advisory System statewide with plans, education, and continuing dialogue with partners to improve.	2.2.3.1 Statewide understanding on the meaning and use of the Homeland Security Advisory System.	
	2.3 Communications Protocols & Methodology Definition	2.3.1 Establish a homeland security communications plan for both secure and non-secure to communicate internal to the state and externally to achieve total integrated information sharing with state and federal partners.	2.3.1.1 Completed homeland security communications plan.	
		2.3.2 Develop a	2.3.2.1	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
		communications education program.	Communications education program created and deployed.	
		2.3.3. Communications system training and exercise program to ensure statewide connectivity.	2.3.3.1 Integrated communications training and exercise pram approach for state and local programs.	

PREVENTING ATTACKS

Goal	Objectives	Strategies	Measures	Lead/Sponsor
Understand and be able to detect the threat; collectively ensure channels to communicate risks are in place and effective.	3.1 Harden our Critical Infrastructure	3.1.1 Establish policy, principles, partnerships, and preventative strategies for critical infrastructure protection planning to identify our vulnerabilities, and what we want to protect.	3.1.1.1 Develop infrastructure planning guidelines.	
		3.1.2 Identify and prioritize critical infrastructure in partnership with the private sector.	3.1.2.1 Complete a statewide analysis to identify and prioritize critical statewide infrastructure.	
		3.1.3 Develop the capability to detect threat at critical infrastructure (e.g. ports). Additionally the capability to analyze, select, and implement alternatives to protect critical infrastructure, follow-up by evaluating results, and modify when necessary.	3.1.3.1 Determine and implement strategies to protect our critical statewide infrastructure.	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
	3.2 Terrorism Monitoring Systems & Surveillance	3.2.1 Partner regionally and nationally to determine best practices and effective systems for terrorist threat monitoring and surveillance.	3.2.1.1 Approved concept on how to accomplish statewide terrorist threat monitoring and surveillance.	
		3.2.2 Determine essential elements of critical information necessary to share between federal, state and local entities to prevent terrorist attacks before they occur.	3.2.2.1 Complete terrorist threat essential elements of information definition.	
		3.2.3 Develop a terrorism monitoring and surveillance plan, training and education.	3.2.3.1 Plan developed for terrorism monitoring and surveillance training and education.	
	3.3 State Capability to Evaluate & Assess Threat	3.3.1 Develop and work to resource a statewide system capability to evaluate and assess threat. Ensure that the capability is fully integrated from all disciplines, organizations and partners with state, federal, public and private entities. Ensure ability to receive, analyze and disseminate relevant information to those who need it in a timely manner through an Information Sharing and Assessment Center (ISAC) capability.	3.3.1.1Development of a state-level Information Sharing Assessment Center (ISAC) to evaluate and assess intelligence.	
		3.3.2 Create education for Washington state	3.3.2.1 Complete education program for our state on how	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
		citizens, government, public and private sectors on how to recognize, and report threat.	to recognize and report threat.	
		3.3.3 Train and exercise our ability to evaluate and assess terrorist threat against our state.	3.3.3.1 Integrate terrorist threat evaluation and assessment into state and local training/exercise programs.	

REDUCING VULNERABILITIES – EMERGENCY PREPAREDNESS & READINESS

Goal	Objectives	Strategies	Measures	Lead/Sponsor
Enhance statewide emergency preparedness and readiness planning, equipping, training and exercising.	4.1 Equip, Train and Exercise Emergency Responders	4.1.1 Using a systems fielding approach that considers the entire life cycle, identify and resource equipment standards, priorities, shortages and funding requirements for emergency responders.	4.1.1.1 Complete documentation of equipment standards, priorities, shortages, funding required and resourcing strategy.	
		4.1.2 Develop and resource an effective and cost efficient multi-discipline training capability that will provide statewide emergency responders awareness level training and documentation credentialing.	4.1.2.1 Agreement and resourcing for a statewide training and credentialing capability.	
		4.1.3 Develop, plan and exercise for annual WMD preparedness certification.	4.1.3.1 WMD preparedness certification developed.	
	4.2 Build The Citizen Corps State Volunteer Capability	4.2.1 Maximize opportunities to build capacity through the development and training of volunteer groups.	4.2.1.1 Identified citizen corps opportunities to increase statewide response capability and capacity.	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
		4.2.2 Promote and publicize volunteer opportunities to the public.	4.2.2.1 Communication and education plans developed for citizen corps groups.	
		4.2.3 Include citizen corps groups in training and exercise opportunities as a component of our statewide response capability.	4.2.3.1 Citizen Corps groups integrated into state and local training/exercise plans.	
	4.3 Enhance our Public Health/Healthcare and Chemical/Biological Response Capabilities	4.3.1 Training and education of health care professionals and the emergency responder community.	4.3.1.1 Complete and conduct a statewide education program for terrorism health related threats.	
		4.3.2 Optimize regional surge capacity for victims of terrorism through concentrated needs assessment, and planning to eliminate gaps in our capabilities.	4.3.2.1 Needs assessment and planning completed for regional surge capacity for victims of terrorism.	
		4.3.3 Build our chemical/bioterrorism capability by expanding our laboratory capacity, continued disease preparedness activities, urgent disease reporting capability, education, training, exercises and drills.	4.3.3.1 Increased chemical bioterrorism capability and capacity. Chemical/bioterrorism preparedness integrated into state, local training and exercise plans.	

MINIMIZING DAMAGE & RECOVERING FROM ATTACK – EMERGENCY RESPONSE & RECOVERY				
Goal	**Objectives**	**Strategies**	**Measures**	**Lead/Sponsor**
A comprehensive statewide system to bring together and coordinate all necessary assets to ensure rapid response, and	5.1 National Incident Management System (NIMS) Deployment, Education, Training & Exercise	5.1.1 Active state-federal dialogue in the final design/approval of NIMS. 5.1.2	5.1.1.1 Finalize management system in partnership with federal and state partners. 5.1.2.1 Complete	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
recovery to normal conditions.		Comprehensive state-wide system education.	state-wide incident management education plan.	
		5.1.3 Include as an exercise priority, and after action topic for state and federal exercises. Work to ensure more people are able to work and gain experience in a multi-agency, multi-jurisdiction environment.	5.1.3.1 Include incident management systems as an exercise objective in annual training plans.	
	5.2 Emergency Event Resources Management Planning, Receipt and Distribution	5.2.1 Plan for receipt, distribution, and exercise the capability to handle emergency response stockpiles (e.g.., Strategic National Stockpile.)	5.2.1.1 Push package material receipt and distribution plans and exercises developed.	
		5.2.2 Work to achieve a state-wide logistics resource database for equipment and supplies to include available assets from all sectors.	5.2.2.1 Concept and strategy to track statewide resources developed.	
		5.2.3 Ensure contingency plans and procedures are in place and updated to include streamlined emergency purchasing and acquisition procedures.	5.2.3.1 Complete statewide contingency plans and update as required.	
	5.3 Post Event Recovery Planning, Resourcing and Training	5.3.1 Invest in and commit to resourcing our statewide recovery capability and capacity.	5.3.1.1 Improved statewide recovery capability and capacity.	
		5.3.2 Include recovery tasks as training education	5.3.2.1 Recovery education and exercises developed.	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
		objectives and include in annual exercises.		
		5.3.3 Develop a victim assistance programs and plans (e.g., special needs population, mental health issues, and orphans).	5.3.3.1 Victim assistance programs and plans for domestic threat recovery completed.	

RESOURCING CAPACITY				
Goal	**Objectives**	**Strategies**	**Measures**	**Lead/Sponsor**
To build long-term financial stability – capacity and capability.	6.1 Funding Integrated Focus	6.1.1 Integrate, track and maximize funding opportunities, document receipts, and streamline processes. Coordinate statewide to reduce duplication of effort and resources.	6.1.1.1 Strategy, Grants and Funding integration and matrix updated on a continuing basis.	
		6.1.2 Active partnership within all levels of government, the public and private sector to resource our long term needs and monitor our progress.	6.1.2.1 Positive partnership to achieve funding solutions.	
		6.1.3 Work towards an e-commerce solution for all grant processes that is streamlined and user friendly.	6.1.3.1 Complete web based grant process developed that is streamlined and user friendly.	
	6.2 Make Interoperable Acquisition Decisions	6.2.1 Develop statewide interoperability standards and resource to standard.	6.2.1.1 Complete statewide interoperability standards.	
		6.2.2 Focus on achieving solutions that can link existing systems to benefit all hazards and work to achieve funding	6.2.2.1 Information sharing through dialogue and communications systems.	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
		where not possible.		
		6.2.3 Share information and educate stakeholders so they can make informed decisions.	6.2.3.1 Statewide connectivity between all levels of government and sectors of the state.	
	6.3 Commit to Shared Responsibility	6.3.1 Refine and continue to develop integrated relationships to build and sustain strong statewide capability with our domestic security statewide infrastructure. Active dialogue, information sharing and participation with all stakeholders.	6.3.1.1 Homeland security included and funded as a statewide priority of government and supported at the national level.	
		6.3.2 Fund a core statewide emergency responder equipment, training, exercising, and communications capability based on established standards, and with available funding build above that based on threat.	6.3.2.1 Complete core level stateside emergency responder equipping and training requirements.	
		6.3.3 Balance the benefits and costs. Allocate resources where the benefit of reducing risk is worth the additional cost.	6.3.3.1 Allocate resources to high risk statewide threats.	

EDUCATION AND TRAINING

Goal	Objectives	Strategies	Measures	Lead/Sponsor
To team federal, state, local government, tribal and private sectors to educate the state in terrorism mitigation, preparedness,	7.1 Involve and Educate Citizens in their Own Security	7.1.1 Commit only to reality, deliver it and be able to tell citizens why – what we can and cannot buy. Connect with our public, and establish a	7.1.1.1 Citizen awareness and satisfaction measured by survey.	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
response and recovery.		relationship. Citizens want a relationship with their government and are beyond "blind trust." Re-think and re-imagine what it means to be a citizen and provide them what they need to be better citizens and successfully face threat.		
		7.1.2 Create and deliver consistent programs and educational messages to Washington state residents on preparedness using methods that can reach effectively (e.g., web technology).	7.1.2.1 Complete citizen education program developed.	
		7.1.3 Ease anxiety while providing education and a "tool-kit" to prepare security plans all the way down to the family level. Partner with the media, private sector, associations, schools, and the tribes to be part of the solution.	7.1.3.1 Citizen materials completed.	
	7.2 Elected Officials Training -- Incident Management & Continuity of Government	7.2.1 Develop an elected official training program for incident management and continuity of government education.	7.2.1.1 Complete elected official program development and deployment.	
		7.2.2 Require statewide elected official participation in training.	7.2.2.1 Elected official participation in training.	

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Goal	Objectives	Strategies	Measures	Lead/Sponsor
	7.3 Lessons Learned -- Use to Help Make our State Terrorism and All Hazards Disaster Resistant	7.2.3 Look for best practices in other states, partnership and pilot project opportunities.	7.2.2.1 Partnership with other states and federal resources to develop and fund training.	
		7.3.1 Develop, track and report performance measures in meeting the statewide strategic plan goals and objectives.	7.3.1.1 Conducted after action reviews for training and exercises.	
		7.3.2 Conduct after action reviews for exercises, training, planning and partnering opportunities.	7.3.2.1 Documented lessons learned.	
		7.3.3 Document and share lessons learned.	7.3.3.1 Methodology to share lessons learned developed.	

Appendix B: Statewide Template Initiative

Washington State –

Homeland Security Statewide Template Initiative

Expectations

Viewpoints from throughout the State of Washington:

- What does the state expect from the federal government?

  ❖ Collaborative partnership with the states.
  ❖ Single point of contact.
  ❖ Shared responsibility.
  ❖ Clear guidance and expectations.
  ❖ Open and proactive communication.
  ❖ Systems approach to funding capabilities. The entire spectrum of planning, equipping, training, exercising, sustaining and replacing should be determined and planned for in increasing our nation's capabilities.
  ❖ Timely, accurate, accessible, relevant and useful information and threat intelligence.
  ❖ Funding resource support and information.
  ❖ Responsiveness to identified needs and initiatives.
  ❖ Realistic expectations and timelines.
  ❖ No unfunded mandates.
  ❖ Streamlined, user friendly processes.
  ❖ Leadership.
  ❖ Thorough coordination both across the federal government, but also with the states – avoid duplication.
  ❖ Wise stewardship of our national scarce resources.
  ❖ Education.
  ❖ Honesty and Integrity.

  ❖ Flexibility, not all states and regions are the same.
  ❖ Consistency.
  ❖ Effective structure that makes sense and works well.
  ❖ Do not break existing systems that are effective.

- What do local governments and special purpose districts (e.g., ports) expect from the state government?

  ❖ Collaborative statewide partnership of shared responsibility.
  ❖ Single point of contact.
  ❖ Resources – equipment, training, exercises, and staffing.
  ❖ The state of Washington represents their needs to the federal government clearly and consistently.
  ❖ No unfunded mandates.
  ❖ Leverage state existing state resources/capabilities to assist and benefit local government.
  ❖ Ability to look globally statewide – no gaps or tunnel vision.
  ❖ Assistance for counties and regions to plan and coordinate to help meet their goals.
  ❖ Allow local governments to execute their own day-to-day operations.
  ❖ Review of local level plans to help ensure accuracy and comprehensiveness.
  ❖ Work to get more realistic deadlines and expectations for grants – the local level has very limited resources.
  ❖ Professional education and exercises for all threat areas.
  ❖ Comprehensive information on what grant opportunities are available to benefit the local level.
  ❖ Flexibility, not all counties and regional coordinating districts are the same.
  ❖ Thorough review and updating of state rules and policy.
  ❖ In many respects the same as state expectations above:
  ❖ Support, participation, coordination, leadership, and appropriate funding.
  ❖ Include special purpose districts, such as ports, in all aspects as they are part of the national border, but reside within our state and are an integral component of the state's overall ability to respond.
  ❖ Clear guidance.

- Communication – let them know what is happening.
- Timely, accurate, accessible, relevant and useful information.
- Streamlined, simplified, and user friendly processes.
- Responsiveness to identified needs.
- Leadership
- Honesty and Integrity.
- Effective structure that makes sense and works well
- Do not break existing systems that are effective.

- What should private sector entities expect from federal, state and local governments?

  - In many respects similar to state and local government expectations. The private sector expects:
  - Be Able to Do Our Job -- Response and recovery that is staffed, trained, equipped, resourced and ready to respond in the event of a hostile act.
  - Unity of governmental efforts and single point of contact.
  - Optimization of private resources if they must be expended to comply with governmental requirements.
  - Sustained governmental support functions.
  - Contingency plans in place to minimize disruption.
  - Flexible tailored education, assistance and information – one size does not fit all.
  - Collaborative partnership – open communication and dialogue.
  - Clear guidance and practical leadership.
  - Timely, accurate, accessible, relevant and useful information in particular for the areas of infrastructure protection intelligence.
  - Paying attention to private sector needs and take the appropriate action.
  - Include the private sector, in training, equipping plans, and information distribution. Critical infrastructure security is often the first emergency response in case of any attack.
  - Assistance when needed.
  - Education.
  - Competence.
  - Honesty and the "Real Truth" about resources, threats, risks and capabilities.

- Effective structure that makes sense and works well.
- Do not break what already works and has proven to be effective.

- What should citizens expect from federal, state and local governments?

  - Do their job well and inexpensively.
  - The answer to, "is everything being done to protect my family?"
  - To know, "how can I help?"
  - Minimal disruption to their lives.
  - Be Prepared and Able to Do Our Job -- Response and recovery that is staffed, trained, equipped, resourced and ready to respond in the event of a hostile act.
  - Effective emergency resource planning capability.
  - Protection from threats – provide them the assurance of security.
  - Honesty and the "Real Truth" about resources, threats, risks and capabilities.
  - Right to privacy and freedom from intrusiveness.
  - Have goals and provide direction.
  - A voice in the process and partnership.
  - Clear guidance – accurate timely information.
  - Training and Education.
  - Warning when necessary.
  - Assistance during emergencies.
  - User friendly, accessible and timely information and communication.
  - Concentrate and do what is important.
  - Spend money wisely to add value.
  - Ethical management.
  - Strong leadership.
  - Continuous improvement.
  - Competency.
  - Listen and hear.
  - Response and recovery that is staffed, trained, equipped, resourced and ready to respond quickly in the event of a hostile act.
  - Thorough planning, training, staffing and equipment – capable of the worst case scenario.
  - Proactive communication.
  - Standards and assistance tools (checklists, SOPs)
  - No barriers between agencies and levels of government – unity of effort.
  - Do not break what works well.

- What should state and local governments expect from their citizens?

  ❖ Be full partners in the effort and commitment.
  ❖ Take the time to understand what is going on and how they can help.
  ❖ Individual, family and work place preparedness to cope with disruptions until governmental functions can be restored.
  ❖ Vigilance
  ❖ Willingness to be educated.
  ❖ Responsiveness.
  ❖ Cooperation and suggestions (be involved) plus understanding of government's and private entities role in preventing and responding to emergencies.
  ❖ Trust.
  ❖ Patience.
  ❖ Assistance when asked – Volunteering.
  ❖ Follow directions in event of a hostile act.
  ❖ Reasonable understanding and support.

Continuity of State and Local Government

- Are plans in place to ensure the timely and successful *"Order of Succession"* of state and local leaders?

  ❖ State of Washington Comprehensive Emergency Management Plan – Section III.A.B.4,5
  ❖ Emergency Powers Notebook (April 2003) defines succession, vacancies in offices, Governor's powers, proclamations, resources in emergencies, state law and procedures, acquisition procedures for emergency resources, contracting procedures, federal and private resources, use of the National Guard, public health emergency information, bioterrorism emergency actions, evacuations, isolation and quarantine rules, and emergency proclamations.

- What measures exist to ensure the continuity of state and local government?

  ❖ State of Washington Comprehensive Emergency Management Plan – Appendix 1, Direction and Control. All state agencies, and most local government agencies have developed business continuity plans to use during emergencies. Most have had in place for a long time, were recently revised in some respects for Y2K and are currently being revised in a large number of entities for Homeland Security concerns.

- Have alternative locations for state and local government operations been identified?

  ❖ Not in all cases, but progress is being made. Federal support for the EOC enhancement funding requested would help improve our capabilities.

- What collaborative agreements are in place with private industry to ensure business continuity?

  ❖ Most collaborative agreements appear to be between utilities (public and private). Utilities share resources to assist one another during disaster recovery. There are many other contract type agreements (e.g. fuel in case of emergency) and mutual aid agreements between local governments to provide assistance when local capabilities are exceeded. Business to business entities use contracts to ensure continuity and Washington State has an active association of Contingency Planners. In addition there are many professional organizations within the state and they actively engage with each other to work on partnering to survive disasters.

- Do state or local mutual assistance compacts address the continuity issue?

  ❖ The state and local Comprehensive Emergency Management Plans (CEMPs) address continuity of governments and services. As plans are updated the detail and definition is improving.

Continuity of Critical State Services

- Have critical state services (e.g., hospitals, emergency medical services, critical infrastructure and associated personnel) been identified?

  ❖ Listed in general in the Washington State

Comprehensive Emergency Management Plan (CEMP), but not exact personnel.

- Are contingency plans in place to ensure their reliability, and have they been recently tested?

- ❖ Plans are contained in the Washington State Comprehensive Emergency Management Plan (CEMP) under Response Activities. All state agencies, and most local government agencies have developed business continuity plans to use during emergencies. Most have had in place for a long time, were recently revised in some respects for Y2K and are currently being revised in a large number of entities for Homeland Security concerns. They are selectively tested in training exercises – not all have been recently tested.

- What are your plans to include key representatives of the private sector and those specifically responsible for critical infrastructures in the development of plans supporting the continuity of government, business and critical infrastructures?

- ❖ We rely on a system of interaction and liaison with the Committee and Terrorism, the Emergency Management Council, and Private Sector Round Table Discussion.

Critical Infrastructure

- What are the critical key assets and infra-structures (cyber and physical)?

The sectors are shown below. We are currently working on a plan and process to define specifically within the state.

Agriculture and Food (supply chains for feed, animals and animal products; crop production and the supply chains of seed, fertilizer, and other necessary related materials; post-harvesting components of the food supply chain from processing, production, and packaging through storage and distribution to retail sales, institutional food services, and restaurant or home consumption)

Water (fresh water supply and wastewater collection and treatment)

Public Health (state and local health departments, hospitals, health clinics, mental heal facilities, nursing homes, blood-supply facilities, laboratories, mortuaries, and pharmaceutical stockpiles; (added) veterinary services)

Emergency Services (fire, rescue, emergency medical services and law enforcement; (added) emergency management)

Government Facilities

Defense Industrial Base

Information and Telecommunications (voice and data services)

Energy (electricity (dams, power plants, transmission and distribution systems), oil (production, crude oil transport, refining, product transport and distribution, and control and other external support systems) and natural gas (exploration and production, transmission, and local distribution))

Transportation (aviation, maritime, rail, highways, trucking, busing, pipelines, mass transit systems)

Banking and Finance (includes physical structures, financial utilities and human capital; retail and wholesale banking operations, financial markets, regulatory institutions, physical repositories for documents and financial assets)

Chemical Industry and Hazardous Materials (raw materials, manufacturing plants and processes, distribution and storage systems, research facilities)

Postal and Shipping (points of interest and locations of key facilities; chain of custody; transportation systems)

(added) Icons (historical attractions, monuments, cultural centers, centers of government and

commerce; prominent commercial centers; sports stadiums; where large numbers of people regularly congregate to conduct business or personal transactions, shop or enjoy recreational pastime)

- Who owns them and who is responsible for their operation?

❖ Approximately 85% is owned by the private sector. We know that the 13 critical industries/systems are owned and operated by hundreds of different companies, public organizations, and even state and local governments. Washington State is working to identify a process and specifics on our infrastructure. A great deal of work remains to be done in this area.

- Do regionally located critical infrastructures and infrastructure services have the capacity to impact adjacent regions?

❖ Yes, Washington State borders Canada and other states plus has a significant border on the Pacific Ocean. Critical infrastructure can impact other land and sea regions.

- Have these infrastructures been identified to all potentially affected regions and Federal Government?

❖ Not completely. Some of these, like major natural gas pipelines, are known by everyone to have implications for regional impact. Defining all the specifics and identifying them to all affected regions and partners has not been completed.

- What are the multi-region critical infrastructures single points of failure and interdependencies?

❖ Fully defining these has not been completed.

- How are they being addressed?

❖ Currently we are working to develop the process and policy to identify and address.

- What measures need to be taken to assure state and local critical infrastructure reliability?

❖ This depends on the type of the infrastructure and when this is fully developed we can work to better define.

- Is state and local government partnering with critical private sector industries and infrastructures to help ensure their protection and survivability?

❖ Not yet, we are working with the Private Sector Roundtables and Private Sector representatives to our committees to establish a methodology, process and working relationship.

- Has a method been established to allow critical infrastructure owners to query the backgrounds and help ensure the reliability of new employees and periodically those in sensitive positions.

❖ Private sector and government entities most often have security plans in place to query backgrounds for sensitive positions. A method for ensuring all statewide entities have a system is not in place.

Law

- Do you have an active system of law reform to identify and address issues related to terrorism?

❖ Yes; the State Attorney General's Office actively reviewed existing statutes related to terrorism and proposed legislative changes where it thought advisable. In general the State Attorney General's Office has reviewed state statutes for needed reforms to respond to terrorist threats. The state legislature amended our public records act in light of this review. The State Attorney General's Office worked with law enforcement on amendments to our criminal code but these provisions have been rejected by the state legislature. The State Attorney General's Office has reviewed model statutes with

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respect to bioterrorism concerns and found no need for changes to our statutes. Similar reviews routinely occurred within the Committee on Terrorism (who meet monthly), a standing committee of our Emergency Management Council that advises the Governor and Adjutant General.

- Do you have a system for education of individuals affected by legal reforms related to terrorism?

❖ There is no formal statewide system, but systems are in place that seem to fit this question. For example, when legal changes relating to terrorism have happened in the past involving public records, the Office of the Attorney General authored a white paper covering the new laws and included practice tips. This was provided to all state agencies and local agencies, including emergency management. If the change is in the criminal arena, then dissemination of information would likely happen through the Washington Association of Sheriffs and Police Chiefs as well as through the Washington Association of Prosecuting Attorneys and local law enforcement. The state Committee on Terrorism is often called upon to speak with local agencies on terrorism response issues as well. The Emergency Management Division of the Military Department also has frequent contact with local effected agencies with whom they routinely work.

- Do you have a plan for continuity of your legal system in the event of a terrorist attack?

❖ This question has two possible answers. If the question is continuity of the executive branch of government, then yes, there is a plan outlined in both the state constitution and statutes. This has been reduced to writing and the Governor and many members of state government have these laws at their immediate disposal including methods/oaths of "swearing in". While somewhat confidential, protection and movement of the Governor will also be determined in conjunction with the Military Department and the Adjutant General.

If the question focuses directly on the legal system meaning the judicial branch, then no, we do not have a formal plan for the continuity of the legal system. However, there are several parts of the legal system that are used today that answer this question affirmatively. According to our Supreme Court's administrative staff, if there is a vacancy in a judicial position of a court of general jurisdiction, then temporary judges can be appointed or the governor could make a permanent appointment (at least until the next general election). Likewise, the location of a court proceeding can be where the court decides it should be rather than the regular courthouse if it were to be destroyed. This is frequently seen with the Supreme Court where they have heard arguments all over our state or where there is construction, etc. Temporary judges are also commonly seen where a judge in a single judge county is disqualified from a case (there being no other judges within the county to hear the matter). While seldom used, the Chief Justice could appoint a judge in that same situation according to the Supreme Court administrative staff.

Information Sharing and Technology

- What is the state information-sharing structure?

❖ Internet and Intranet.

- What requirements for specific Homeland Security related information have been provided to local, State, and Federal authorities and the private sector?

❖ The Washington State Emergency Operations Plan (EOP) provides our all hazard information

expectations. Specific to an actual incident the state Emergency Operations Center (EOC) will publish supplementary instructions through our WEB EOC capability.

- What policies and mechanisms (beyond law enforcement) are in place to ensure timely and reliable exchange of intelligence and information among and between local, state, and federal authorities and the private sector?

  ❖ Annex A - Terrorism to the State Comprehensive Emergency Management Plan prescribes the on-scene response organization and procedures, responsibilities through the use of National Interagency Incident Management System (NIIMS) and the Incident Command System (ICS).

  ❖ ESF 2 to the State Comprehensive Emergency Management provides the telecommunications systems in place to communicate intelligence information to the State Emergency Operations Center.

  ❖ The State Emergency Operations Center will issue any further event related specifics by WEB EOC to the local jurisdictions on an as necessary basis.

- What communications limitations currently exist that requires upgrading to take advantage of emerging Homeland Security related information sharing.

  ❖ Emerging Homeland Security related information sharing is a vague statement that would need to be better defined to adequately respond.

  ❖ Without further explanation, the state currently does not have a secure statewide Internet/Intranet capability that may be necessary for Homeland Security information sharing.

  ❖ In addition, all state wireless communications are not currently interoperable. We are working towards that and making progress with the creation of standards through the work of the State Interoperability Executive Committee (SIEC), equipment standards

defined by the Equipment sub-committee of the state Committee on Terrorism, and funding that becomes available for emergency responder initiatives.

- Are local, state and federal law enforcement agencies aware of the mechanisms for intelligence sharing that support homeland security efforts (education process)?

  ❖ No, this is a continual education process that we are making progress through our statewide coordination by the Washington State Emergency Management Division and our Regional Homeland Security Coordination Districts Council.

- Do local and state plans provide for outreach to the media before, during, and after terrorist incidents, natural disasters, and all matter of hazards?

  ❖ Yes, as prescribed by state and local Comprehensive Management Plans (CEMPs) and Emergency Operation Plans (EOPs).

- Is there a requirement for secure communications?

  ❖ Yes, as defined in ESF 2, State of Washington Comprehensive Management Plan (CEMP).

- If so, are there assigned/protected frequencies available for use by the emergency response community?

  ❖ Yes, as prescribed in Appendix 1, Telecommunications, TAB A to ESF 2, State of Washington Comprehensive Management Plan (CEMP).

- Has each sector identified and defined the information needed to carry out its homeland security mission?

  ❖ In this question and the one below we are not clear on the definition of sector in the context used by the question.

- Has each sector identified and defined what information needs to be shared among entities within sector and with other sectors?

  ❖ No that level of detail has not been defined.

- Have the differences between the needs of urban and rural responders been identified and accommodated?

  ❖ Currently not specifically identified. The State of Washington has a very robust capability to communicate across a wide variety of methods so we do not anticipate that to be a problem, but will work with our regions to better define.

- What are the plans to continue communication with appropriate private sector and critical infrastructure representatives in the event an emergency precludes normal means of communication?

  ❖ Redundant systems that have cross band flexibility, are installed in the Emergency Operations Center capable of communicating by multiple means across any currently known contingency scenario.

Borders

In practice, border security has historically been considered a federal responsibility. Washington State will partner with the Bureau of Customs and Border Protection as efforts to progress in the northern border areas progress.

Within the Department of Homeland Security the Border and Transportation Security Directorate is responsible for managing the nation's borders and ports-of-entry. The Bureau of Customs and Border Protection within the directorate has developed a National Strategy that uses the Southwest U.S. border as their initial point to strengthen U.S. Borders moving to the coastal borders and then the northern border.

The recently released Border Coordination Initiative (BCI) has eight core initiatives: a) port management, investigations, intelligence, technology, communications, integrity, air/marine, and performance

measurement/budget. It consists of a partnership of (14) federal agencies to improve border security initially in the Southwest U.S. border.

Within the state, the Department of Transportation is responsible for the highways, ferry system and has a vested interest in ensuring the safe/smooth movement of cargo/people on them and across borders. At the point of border security, and operations the responsibility shifts to the federal government.

Within Washington State there are a number of cross border environmental plans, and contact between port authorities that have established planning relationships, but the border security mission has historically been a federal responsibility.

At the state National Guard level we do occasionally provide a Counter-drug Helicopter to assist DHS in doing border surveillance according to our law enforcement assistance authority contained in National Guard Regulation 500-2. We also mobilized soldiers into Title 10 Federal Status to assist with border security about a year and a half ago. However, in each case, our involvement was limited to providing the soldiers and/or equipment for employment by the federal authorities.

- Do state and local Border Security plans clearly define the roles and responsibilities of federal, state, and local jurisdictions?

- Where do federal and state responsibilities coincide?
- Where do federal and state responsibilities diverge?
- How are different federal/state roles and responsibilities defined?
- Have lines of communication been established with the Department of Homeland Security?
- Are procedures in place to track high-risk interstate traffic/cargo?

- Are commercial Information Technology reli-ability standards sufficient to ensure systems

Emergency Responders and Emergency Services

- Who are they?

Emergency Responders are:

Emergency Level: Emergency responders, including fire, law enforcement and emergency medical services personnel, who respond to acts or threats of terrorism. They will initiate the ICS system, assess information, take necessary actions, and begin notification of appropriate personnel. They may also likely be exposed to life-threatening hazards.

Second Level: Personnel who respond to incidents of terrorism after the initial response. They may be involved in further development of the ICS system, evacuation, triage, mass care, personnel accountability, identifying and preserving evidence, agent identification, public information, decontamination, and managing site safety. These specialized resources would include Hazardous Materials Teams, emergency medical teams, SWAT Teams, Explosive Teams, and Public Health Response Teams. They may also include other special mobilized resources.

Third Level: Personnel responsible for consequence management activities.

- What do they require/need?

❖ Standardized training and specialized equipment as defined by local needs assessment this varies by location. The statewide Committee on Terrorism and Emergency Management Division coordinate and monitor.

- How are requirements/needs determined and prioritized?

❖ By state agencies, local level Emergency Management Advisory Councils, Regional Homeland Security Coordinating Districts Council, and the state level Committee on Terrorism/Emergency Management Council.

- How is consensus gained for requirements/needs?

❖ Local council recommendations combined with regional council and Committee on Terrorism analysis/recommendations submitted to the Emergency Management Council for decision based on consensus for state level decisions.

❖ For regional and local recommendations for requirements/needs this is done through their local advisory councils with input/recommendations from the entire emergency responder community.

- Is there any process to monitor training and equipment acquisition for responders for standardization and quality?

❖ Yes, the equipment subcommittee for the statewide Committee On Terrorism (COT) monitors, and the Terrorism program coordinators for the State of Washington Emergency Management Division.

- How is standardization of equipment purchasing achieved?

❖ The statewide equipment subcommittee of the Committee on Terrorism establishes statewide standards. The committee is composed of numerous subject matter experts which are further divided into sub-groups when necessary.

- How are requirements tied to capability?

❖ Through local level needs assessments combined with reviewed by the Emergency Management Division and the Committee on Terrorism. The Equipment Sub- Committee examines the level of training, staffing and expertise in the requesting jurisdiction to approve only requirements that match capabilities.

- How are new capabilities obtained and sustained?

❖ A systems focus to procurement that considers the full life cycle of equipment to include maintenance, training and exercising. This is analyzed and determined through the Committee on Terrorism. The goal of the COT Equipment Sub-Committee is to support

existing capabilities. New equipment to stand up additional type response teams is not approved until we have a core statewide capability in place.

- Have protected/exclusive communications paths and command authorities been established?

❖ RCW 70.136.030 designated the State Patrol as the Designated Incident Command Agency on all state and interstate highways and political subdivisions that either have not made a designation or handed responsibility to the Patrol. A current list of county and city fire departments and who is the Designated IC is kept in the Mobilization/Responder Readiness.

❖ Communication Paths: No answer available yet.

- Is there a standard, unified, system for incident command?

❖ NIIMS (National Interagency Incident Management System) Incident Command is in effect, and NIMS established by the NRP will be adopted when finalized.

❖ As specified in Revised Code of Washington (RCW) 38.52.070, 38.52.400, and Washington Administrative Code (WAC) 118-04-180 and WAC 296-824-500010-20.

- Are the command systems implemented and trained across city, county, and state agencies?

❖ Yes, as stated above, but not consistently enforced throughout.

- Have homeland security information require-ments been documented?

❖ This is an ongoing process.

- Are public utility services, public health, hospitals and other medical care providers, and emergency medical service providers involved in planning and training?

❖ Yes, through the statewide Committee on Terrorism (COT) training subcommittee.

- Are their emergency plans tested and training evaluated?

❖ Selectively and in accordance with funding and available resourcing.

National Guard

- Is the National Guard included in state plans?

❖ Yes, the Washington State Comprehensive Emergency Management Plan Basic Plan and ESF 20 Military Support to Civil Authorities and Appendix 1- Order of the Governor. The National Guard is also included in many state agency and local jurisdiction plans as well.

- How many Guardsmen are also emergency responders?

❖ National Guard records show 57 National Guardsmen are also first responders. However, the actual number is probably larger because these records are incomplete. The National Guard did not track this statistic until recently, so the number will get larger as each unit is sampled. An informed estimate is that the number probably dies not exceed 100.

- Are they included in local and multi-state mutual assistance compacts?

❖ Other. The procedures for local jurisdictions to obtain National Guard assistance from the state are addressed in the State Comprehensive Emergency Management Plan. They are also found in many state agency and local jurisdiction plans across the state. The procedures for providing interstate National Guard mutual assistance is specifically addressed in the Emergency Management Assistance Compact (EMAC) and while not specifically addressed in the Pacific Northwest Emergency Management Arrangement, is not prohibited.

- What is the understanding between state and local governments regarding the use of the National Guard to support homeland security operations?

❖ The procedures for using the National Guard to perform homeland security missions in support of state and local governments are the same as those for performing any Military Support to Civil Authority (MSCA) mission. Those procedures are contained in the Department of Defense Instruction 3025.1, Military Support to Civil Authorities; National Guard Regulation 500-1/Air National Guard Instruction 10-8101, Military Support to Civil Authorities; Title 28, Revised Code of Washington; and the State Comprehensive Emergency Management Plan.

❖ The policy, purpose, scope, planning assumptions, concept of operation, organization and procedures are specified in ESF 20 to the State of Washington Comprehensive Emergency Management Plan (CEMP).

• Are Title 10 and Title 32 US Code authorities and responsibilities clearly understood?

❖ The authorities, responsibilities and limitations of Title 10 and Title 32 United States Code and Title 39, Revised Code of Washington (for State Active Duty) are well understood and practiced by the National Guard of the State of Washington. While civil authorities are not always aware of the status differences mandated by these laws, the National Guard consults with them and ensures compliance with these laws when National Guard resources are used in civil support missions.

Public Health and Chemical/ Biological/Radiological Terrorism

• Who is responsible for chemical/biological/ radiological defense efforts?

❖ State and local health departments share the responsibilities for planning and response to chemical and biological terrorist events. The state DOH retains overall responsibility for a statewide radiological response with added duties to provide local health jurisdictions and other local emergency responders with

necessary training in radiological health and safety.

• Do chemical/biological defense efforts include decontamination of human, livestock, crops, water supplies, and facilities?

❖ Decontamination efforts include those for humans. Guidance is provided for others.

• Are agricultural products inspected at the borders and ports?

❖ Neither state nor local health departments inspect agricultural products at the borders or ports. This is a federal border responsibility.

• Are there laboratories readily available that can quickly test for agents affecting humans as well as vegetable and livestock diseases?

❖ The state Public Health Laboratory can quickly test for agents affecting humans and food products. Additional laboratory capacity exists within the Dept of Agriculture and Washington State University to quickly test for plant and animal diseases.

• Is there a rapid means to communicate critical communicable disease information to appropriate agencies (federal, state and local)?

❖ The Health Alert Network (HAN) exists that allows rapid communication of critical information among all the public health partners (federal, state, and local).

• Are chemical/biological/radiological antidotes and prophylaxes, antidotes and other emergency pharmaceuticals readily available?

❖ Yes, they are all available as part of the Strategic National Stockpile (SNS).

• Are distribution systems reliable and in place and are they exercised?

❖ Plans and procedures have been developed and exercised at the federal and state levels. Plans are currently being developed at the local level to accept and distribute the material.

- Is there a comprehensive public health plan that addresses, federal, state and local resources, legal, economic and operational components?

❖ No. State, regional and local plans are currently under development.

- Are hospital and other medical care providers, emergency medical services, and veterinarian and agricultural inspectors included in the plans?

❖ Regional hospital plans have been developed and will be included in the overall regional public health plans as will those from community clinics and EMS providers. It is not anticipated that veterinarian and agricultural inspectors will be included in the public health plans although there will be a zoonotic disease appendix that will include major responsibilities for veterinarians.

- What methods are used to ensure timely equipment purchasing?

❖ Ongoing coordination with the regional health departments and the CDC and participation on the Committee on Terrorism equipment subcommittee ensures all equipment purchases are timely and appropriate.

- Is the public safety community inoculated?

❖ Over 500 public health and health care workers have been vaccinated against smallpox. In an emergency these workers will form teams to investigate illness and vaccinate further workers.

- Have biological, chemical, and nuclear attack exercises been conducted?

❖ Both chemical and radiological exercises have been conducted at the state level. Each health department has also conducted at least one bioterrorism tabletop exercise in the past 18 months.

- How are new capabilities obtained and sustained?

❖ Currently dedicated federal grant funds are being supplied to state and local health departments from both the Centers for Disease and Control and Prevention (CDC and the Health Services and Resources Administration (HRSA). These funds allow public health capacity building to be sustained.

Private Sector

- How is the Private Sector being incorporated into your planning process?

  ❖ Private sector representatives are included on all statewide major homeland security committees (EMC, COT) and are included in statewide emergency management associations to include the Washington State Emergency Management Association.

  ❖ The state is also conducting Private Sector roundtable discussions at the CEO level to form a solid partnership within the state.

- What public/private sector agreements are in place to ensure effective partnerships between state and local governments and the private sector?

  ❖ There are several contingency plan agreements as in the case of utilities for emergency resources.
  ❖ The state includes the private sector in a large variety of commissions and committees to ensure public/private dialogue and partnership.

- Have key private sector leaders been identified?

  ❖ Yes, in some instances and we are working with the Association of Washington Businesses and the Pacific Northwest Economic Region to better define.

- Have critical private sector industries been identified in terms of their specialized resource capability or economic value?

  ❖ No, not yet. We believe there are significant resources and opportunities available for partnership, and will work to better define.

- Have private sector resources been identified for potential government use through appropriate agreements and contracts?

  ❖ No, not yet.

- Are small and medium sized enterprises integrated into state and local plans?

  ❖ No, not yet.

Volunteer Service

- Are Private Volunteer Organizations, Nongovernmental Organizations and federally sponsored volunteer programs (e.g., Civil Air Patrol, Red Cross, community and faith based, Americorps, and Senior Corps) included in terrorism strategic and operational plans, such as through state and local Citizen Corps Councils?

  ❖ Yes, volunteer organizations are included in the statewide strategic planning process and are in operational plans to include: a) ESF 7 Appendix 1, Undesignated Donated Goods and Services Management Plan (Draft), and ESF 7, Appendix 2, Voluntary Agency Resource (Draft).

- Have volunteers with specialized expertise and supplemental equipment (e.g., hi-mobility transportation, communication, etc.) been identified?

  ❖ Yes, in many instances to include communications capability through ham radio operators (RACES), volunteer medical (MRC) , police capability (VIPS), volunteer firefighters and community emergency response (CERT) teams.

- Do your state and local communities have Citizen Corps Councils to coordinate citizen participation in homeland security activities (see www.citizenscorps.gov)?

  ❖ Yes, the State of Washington has Citizen Corps Councils, and they vary in composition and name dependent on the location. The coordination and assistance for groups is coordinated through the Office of the Governor's – Washington Commission for

National and Community Service.

Schools

- Are homeland security issues factored into public and private school operations?

  ❖ The State of Washington is working to include homeland security issues into the overall school safety planning and operations.

  ❖ In addition to general dialogue state schools are partnered with their local emergency management contacts within their counties for information and warning.

  ❖ The state has established a partnership with the Washington State Association of Sheriffs and Police Chiefs to map all state schools for emergency operations purposes.

  ❖ Expanding on that a consortium was also established to develop a school threat assessment. The threat assessment model will be expanded to include homeland security threat elements.

Citizens with Special Needs

- How do your plans deal with citizens with special needs?

  ❖ CEMP, Section V.32,39,41.
  ❖ Integrated Fixed Facility Radiological and Chemical Protection Plan, Annex B, Section IV.C.3.
  ❖ Emergency Repatriation Plan, Appendix 12 (Counseling)
  ❖ Emergency Repatriation Plan, Appendix 15, Section IV.D 6-7 (Interpreters and Child Care/Foster Care)

Operations and Information Security

- What activities are divulging information that could support planning for, conduct of, and enhance the effects of terrorist operations?

❖ Previous to 9/11, governments used websites to provide a vast amount of governmental information to the public.

❖ Identification of buildings, lay of the land, etc., can aid terrorists in hitting the "correct" target; e.g., labeling a facility as a "data center" or aerial photos of areas that contain sensitive sites.

❖ Public access to government buildings has, before 9/11, often been uncontrolled.

❖ There is a general effort across the state, both public and private to improve security procedures to prevent inadvertent sharing of information that could benefit potential terrorist actions. With the increased awareness brought about by current events there is interest and learning going on at a variety of levels throughout the state.

- What is being done to correct the practice(s)?

❖ Governments at all levels have re-assessed the information that they are publicly displaying, and in many cases removed material from websites that was deemed to be "sensitive."

❖ Critical/sensitive facilities are often either not identified or with minimal/nondescript identification.

❖ Post 9/11, government building public access is often more controlled

❖ Education and assistance to help improve security within the state.

- What resources are required or are being utilized to help improve state, local and private sector operations and information security procedures?

❖ Implementation of more formal/structured computer incident response processes with various levels of government and vendors that include information sharing and notification protocols.

- ❖ Participation in the Multi-State ISAC for cyber-security and physical security issues.

- ❖ Implementation of the Washington Computer Incident Response Center (WACIRC), a cooperative effort among state agencies to collect, evaluate and disseminate information related to network-based security risks in order to defend the state's computer systems. WACIRC operates as the focal point for agencies as they communicate information and develop guidelines and best practices related to cyber security.

- • What mechanisms are used to disseminate secured information?

- ❖ Secure fax, telephone and videoconferencing capability for emergency communications, and warning from the Washington State Emergency Management Operations Center.

- ❖ There is no national security classified information disseminated by the Washington State Department of Information Services.

- ❖ Documents that are sensitive and have an exemption to the state's public disclosure laws are clearly marked to indicate their exemption.

- ❖ Encryption is used to protect/secure sensitive information (e.g., personal data).

- • What are your priority information systems and how is their performance assured?

- ❖ "Standard" systems for most technology driven organizations would be financial systems, telecommunications infrastructure, and operational systems critical to the type of business being conducted/supported.

- ❖ Implementation of processes to ensure disaster recovery capability and business continuity are key to maintaining operations. These are accomplished through use of data backups and offsite storage of backups,

hardening of facilities, increased operational security, equipment redundancy (and/or failover technology) to avoid single points of failure, improved automation to minimize human intervention (so systems can continue to perform under hazardous conditions that could require personnel to leave the area), and participation in multi-agency/organization information sharing

Homeland Security Advisory System (HSAS)

- • Has the HSAS been adopted by the state and/or local governments?

- ❖ Yes, the HSAS has been adopted by Washington State government.

- • Has the HSAS been tailored for regional needs?

- ❖ Yes, tailored guides have been developed for: a) Businesses, Critical Infrastructure and Key Assets, b) Citizens, Neighborhoods and Families, c) Tribal, County and Local Governments, d) State Government Agencies and Offices of Elected Officials, and e) State Government Executive Summary.

- • Has the HSAS been integrated into the state's emergency public information plan?

- ❖ Yes, by the Washington State Emergency Division of the Washington Military Department.

- • Has the media been informed of the basic characteristics of the system?

- ❖ Yes, and all guides are available on the State website http://emd.wa.gov/site-general/wahsas/wa-hsas-idx.htm. Whenever there is a change in the advisory system, we employ an integrated approach to media inquiries to inform the public by the Governor and other public safety officials of the state coordinated by the Washington Military Department and

primarily the Emergency Management Division public information officer.

❖ Have you translated the advisory system into actual operational use?

❖ Yes, the HSAS is fully operational and in use currently.

❖ Is there a standardized system of tasks for each level?

❖ Yes, and these are listed in the resource guide we have tailored for our state.

❖ What can state and local governments do to tailor the HSAS for their policy-makers, emergency planners, emergency responders, and public information officers?

❖ Talk with them and determine their specific needs first. Involve the different sectors in collaboration during the development process, and tailor the guides to meet their needs.

Public Information and Communications

Washington is a home rule state, enabling local governments to be the emergency responders to an emergency. The state's role is to support and coordinate response activities when the emergency exceeds the capabilities of local jurisdictions. Therefore, the state's Comprehensive Emergency Management Plan is a broad, generic document that does not discuss the details of response operations. This allows for a wide range of approaches, giving the state an opportunity to be flexible in dealing with different organizations and different emergencies. Such issues as coordination of state and local resources and pre-scripted messages are addressed in specific hazard plans, such as the Mt. Rainier Lahar Plan or the State Department of Agriculture's animal disease public information plan.

- Does the state's emergency public information plan integrate the public information resources of all state and local agencies?

❖ Following Washington's home rule philosophy of governance, the state's Comprehensive Emergency Management Plan directs local governments to be able to "establish a public information office to provide information and instructions to its citizens before, during, and after an emergency disaster. This office should coordinate its emergency public information actions with the state." The state's plan does not provide a detailed outline of resources that will be utilized for state and local emergency response.

There is, however, a widely shared recognition in the public information community that emergency response resources must be coordinated and shared. The state, for example, is a primary participant in the Regional Public Information Network, a computer website and communications network that includes more than 60 government jurisdictions and agencies in the central Puget Sound Region. The state Emergency Management Division maintains lists of state public information officers and coordinates state public information participation in hazard specific exercises such as the Columbia Generating Station nuclear power plant and the Umatilla Chemical Depot. For state wildfire emergency response, EMD has worked closely with the state Department of Natural Resources and the Washington State Patrol to provide coordinated information that is used by all three agencies in media responses. But all of the protocols and procedures are not part of the state's comprehensive emergency plan.

- Does the emergency public information plan extend to local authorities?

The state's Comprehensive Emergency Management Plan, Appendix 2 TAB A, states that "Local jurisdictions are responsible for providing its citizens with information on the incident and what immediate protective actions they should take, such as taking shelter or evacuating." The state plan does not outline the specifics of how the local jurisdiction should inform its citizens about emergencies and the protective action decisions to evacuate or shelter in place.

The state plan also requests local governments to establish a public information office to assist citizens before, during and after an emergency. The plan does not direct how the local jurisdiction should establish its local public information office and program. One county, for example, can assemble as many as 50 to 60 public information officers from its departments to operate a county joint information center. Other counties can mobilize public information staff from other local jurisdictions and operate public phone teams with other agencies and citizen volunteers.

- Are there agreements between state and local jurisdictions regarding who has the lead for various categories of public information?

❖ The state's Comprehensive Emergency Management Plan, Appendix 2 TAB A describes state and local responsibilities. The state's Comprehensive Emergency Management Plan directs local jurisdictions to inform their citizens with emergency information and what protective actions individuals should take. Other emergency public information will be prepared and distributed according to specific hazard agreements, such as the joint information center procedures for the Columbia Generating Station nuclear power plant. Other agreements exist for the Mt. Rainier Lahar Plan, the Hanford Site, and the Umatilla Chemical Depot.

- Is the media being consulted and included in public information planning?

❖ Media did not draft the state's Comprehensive Emergency Management Plan; however we do have regular contact with the media regarding emergency public information. Most recently, Puget Sound media provided extensive feedback about state and local emergency information programs in a facilitated discussion following our experience with the Nisqually Earthquake coverage. These comments were used to revise emergency information procedures. As part of our Emergency Management Division Basic Public Information training, media members discuss problems and issues about working with emergency management agencies. This information is used in formulating public information response plans.

- Does the emergency public information plan include pre-scripted messages designed for rapid dissemination through the media to inform, reassure, and protect the public?

❖ Our state emergency public information operational protocols include pre-written fact sheets to help the public in emergency situations. Emergency alert system messages, which are the primary responsibility of local jurisdictions, also are

monitored under state public information section procedures to ensure coordination of information.

- Is there specific emergency information training available for elected and appointed officials?

❖ The Washington Emergency Management Division offers one public information training unit in the Emergency Management for Executive Officials Course. Some elected and appointed officials also take the three-day Basic Public Information Course (G290) that Washington Emergency Management offers twice each year. Besides training for elected and appointed officials, there is a pressing need to standardize public information training. Currently, both the USDA Forest Service and the Federal Emergency Management Agency have basic public information courses. These should be combined since emergency responders and public information officers are being sent to all hazard incidents. The consolidation will help agencies to work together during incidents and will establish call down lists to improve PIO response and organization for large-scale incidents.

Lexicon

- Is there an accepted, commonly used and universally understood, language among the multiple disciplines of the State and local and response communities?

❖ The State Comprehensive Emergency Management Plan, Appendix 4 and the glossary/acronym key to this strategic plan.

- Is the lexicon consistent with the Emerging National Incident Management System?

❖ Yes, they are consistent and are living documents that are updated frequently. Once the federal National Incident Management System is finalized the state will update their

lexicon as required.

Funding

- How are local operational needs identified, developed, prioritized, and presented to state authorities?

  ❖ Local strategic plans.
  ❖ State regional homeland security coordination districts communications.
  ❖ State Committee on Terrorism equipment sub-committee research, communications and meetings.
  ❖ Existing grant processes.
  ❖

- How is bottom-up funding consensus achieved?

  ❖ Collaborative statewide partnership for recommendations and priorities with information/recommendations through the Committee on Terrorism to the state Emergency Management Council for decision.

- How is the state working with local governments to identify and support local priority needs?

  ❖ Partnering together at the state/local level through the regional homeland security districts council.
  ❖ Further state local/partnering in the Committee on Terrorism and State Emergency Management Council level.
  ❖ On-site assistance visits by state representatives at the local level.

- How is the state ensuring local priorities are met?

  ❖ Active listening and partnership.
  ❖ Initiatives included in the state operating budget.
  ❖ State/local level councils (i.e., Regional Homeland Security Coordination District Council, Committee on Terrorism, and the Emergency Management Council.)
  ❖ Review of plans to include local strategic level plans.
  ❖ Including the local level in the state

strategic plan development process.

- How does consensus support budget priorities?

  ❖ They work hand in hand with each other in partnership. We believe in Washington State in a collaborative statewide partnership to build our budget priorities through the strategic planning purpose where we involve statewide partners throughout the process.

- Are budget priorities supported by the Governor's Office and State Legislature?

  ❖ Yes, the Governor's Office and the State Legislature are a partner in the process through strategic planning and the state's Priorities of Government process done in conjunction with budget preparation.

- How are federal funds monitored and distributed to meet operational needs of the state and local jurisdictions?

  ❖ Centralized visibility is maintained through the state Committee on Terrorism and Emergency Management Council. Depending on the source of the federal funds the state agency that has proponency coordinates, monitors and tracks grant funding to meet the needs of state and local jurisdiction.

- What are the roadblocks to the efficient and timely distribution of Federal resources?

  ❖ Restrictive spending specifics that do not meet local needs and excessive or overly complicated grant instructions can be a roadblock to timely distribution of Federal resources.

  ❖ Grant processes should be streamlined, simplified and centralized to the largest extent possible to provide for efficient and timely distribution to the local level.

Training, Exercising and Evaluating

- Is there an integrated testing/evaluation program?

  ❖ Yes, supported by a training needs assessment in 2001 and the state will participate in an EMAP evaluation in Nov. 2003.

- Are Emergency Management Accreditation Program (EMAP) evaluation standards utilized?

  ❖ Yes, relatively new (EMAP) evaluation standards, the state initiated an action plan in April 2003 and will undergo assessment in Nov. 2003.

- Are *"lessons-learned"* integrated into new performance standards?

  ❖ Yes, after every event/evaluated exercise there is a hotwash. Lessons learned are used to then update plans and procedures.

- Have minimum terrorism training, exercise, and evaluation standards been established for state agencies?

  ❖ Not at this point, but can be addressed by the training sub-committee of the committee on terrorism at some future point in time.

- Are those same standards required at the local level?

  ❖ Washington is a home rule state, based on local independent conduct of government. Standards are locally determined in accordance with local council specifics.

- How is success determined?

  ❖ Success is determined by achievement of exercise objectives, measuring subsequent performance in actual events, and subsequent use of lessons learned to modify plans and procedures.

- Will Field Exercises and Tabletop Exercises be

a component of the evaluation methodology?

  ❖ Yes the state of Washington uses Field Exercises and Tabletop Exercises as part of its total exercise/evaluation program.

- Have state level documents been refined to reflect the changing response requirements of terror related incidents.

  ❖ Yes, the terrorism annex to the state Comprehensive Management Plan was published in 2002. In addition the state Emergency Operations Plan was refined to add terrorism specific response procedures. The state also tailored security advisory system guides for respective sectors within the state.

- Field Operating Guide?
  ❖ The state has an Emergency Operations Plan.

- Operating Procedures?
  ❖ Yes, the state of Washington has an Emergency Operations Plan (EOP) that includes terrorism related procedures.

- Modifications to the state Comprehensive Emergency Management Plan?
  ❖ Yes, Terrorism Annex A to the state Comprehensive Emergency Management Plan (CEMP) was published in 2002.

- Is there a joint training program for responding to acts of terrorism that involve appropriate representatives from critical infrastructures?
  ❖ Not as this point, but as our work progresses on critical infrastructure this can be incorporated.

- Is there a process to review and provide recommendations to corporate security at critical infrastructure sites?
  ❖ Not at this point, but the state includes the private sector on all terrorism related committees, and conducts private sector roundtable discussions so this can be incorporated in the future.

- How is standardization of training/equipment

and interoperability both vertically and horizontally assured?

❖ The sub-committees for Equipment and Training of the Committee on Terrorism work to ensure interoperability and standardization.

• What training and maintenance programs are in place to sustain new capabilities?

❖ Primarily locally determined, but we are also working to develop and fund a statewide homeland security training institute.

Planning and Change Management

• How are strategic processes adapted to changing capabilities and conditions?

❖ Through periodic review and a collaborative and participative process to make continuous improvement within our total commitment to providing quality government operations.

• How are plans adapted to sustain new capabilities and ensure long-term success?

❖ Through periodic review and updating. The Washington State Emergency Management Divisions provided assistance for plan review and development.

• How are specific goals identified and measures of performance applied to objectively assess and manage existing efforts and track new initiatives in statewide plans?

❖ The State of Washington is committed to the strategic planning process and has incorporated it into the planning budgeting cycle and into performance agreements at all levels of state government.

**THE TEMPLATE SUPPORTS THE NATIONAL
HOMELAND SECURITY STRATEGY AND INCLUDES:**

- Expectations
- Continuity of State and Local Governments
- Continuity of Critical State Services
- Critical Infrastructure
- Law
- Information Sharing and Technology
- Borders
- Emergency Responders and Emergency Services
- National Guard
- Public Health and Chemical/ Biological/Radiological Terrorism

- Private Sector
- Volunteer Service
- Schools
- Citizens with Special Needs
- Operations and Information Security
- Homeland Security Advisory System
- Public Information and Communications
- Lexicon
- Funding
- Training, Exercising and Evaluating
- Planning and Change Management

Appendix C: Glossary

Adversary: Often used as a term to describe an enemy; the term enemy is reserved to indicate adversaries engaged in lethal operations against US forces.

Asset: Anything that has value to the organization (ISO I3335-1:1996)

Attack: A discrete malicious action of debilitating intent inflicted by one entity upon another. A threat might attack a critical infrastructure to destroy or incapacitate it.

Bioterrorim: The intentional use of microorganisms, or toxins, derived from living organisms, to produce death or disease in humans, animals, or plants.

Block Grant: Federal grant funds that are allocated based on a predetermined statutory formula.

Category "A" Agents: The possible biological terrorism agents having the greatest potential for adverse public health impact with mass casualties. The Category "A" agents are: smallpox, anthrax, plague, botulism, tularemia, and viral hemorrhagic fevers (e.g., Ebola and Lassa viruses)

Channel of Communication: The official conduit for information flow and coordination of plans, resources, and activities.

Civil Support: Department of Defense support to US civil authorities for domestic emergencies, and for designated law enforcement and other activities. Also called CS. (JCS Pub 1-02)

Command and Control: The exercise of authority and direction by a properly designated commander over assigned or attached forces in the accomplishment of the mission; command and control functions are performed through an arrangement of personnel, equipment, communications, computers, facilities, and procedures employed by a commander in planning, directly coordinating, and controlling forces and operations in the accomplishment of the mission (JCS Pub 1-02).

Communications: A method or means of conveying information of any kind from one person or place to another (JCS Pub 1-02).

Communications Security: The protection resulting from all measures designed to deny unauthorized persons information of value which might be derived from possession and study of telecommunications, or to mislead unauthorized persons in their interpretation of the results of such possession and study. Also called COMSEC. Communications security includes cryptosecurity, transmission security, emission security, and physical security of communications security materials and information. (JCS Pub 1-02).

Competitive Grant: One in which eligible applicants are solicited to submit concept papers. At the conclusion of the solicitation period, all received concept papers are assessed and ranked. The highest ranked applicants are then eligible for an award upon their completion of all necessary administrative requirements. Their award amount may be linked to their ranking.

Computer Emergency Response Team: An organization chartered by an information system owner to coordinate and/or accomplish necessary actions in response to computer emergency incidents that threaten the availability or integrity of its information systems (DoDD 5160.54).

Consequence Management: Measures to alleviate the damage, loss, hardship or suffering caused by emergencies. It includes measures to restore essential government service, protect public health and safety, and provide emergency relief to affected governments, businesses and individuals.

Continuity of Government (COG): Planning to ensure the continuity of essential functions in any state security emergency by providing for: succession to office and emergency delegation of authority in accordance with applicable law; safekeeping of essential resources, facilities, and records: and establishment of emergency operating capabilities.

Continuity of Operations: Efforts taken within an entity (i.e., agency, company, association, organization, business) to assure continuance of minimum essential functions across a wide range of potential emergencies, including localized acts of nature, accidents, technological and/or attack-related emergencies.

Counterintelligence: Those activities which are concerned with identifying and counteracting the threat to security posed by hostile services, organizations, or by individuals engaged in espionage, sabotage, subversion, or terrorism (JCS Pub 1-02).

Counter-terrorism: Strategic and tactical measures taken, in a collective effort to prevent acts of terrorism as defined by the U.S. Department of Justice.

Crisis Management: Measures to resolve a hostile situation investigate and prepare a criminal case for prosecution under Federal Law.

Critical Agents: The biological and chemical agents likely to be used in weapons of mass destruction and other bio-terrorist attacks. Current lists may be found on the Centers for Disease Control and Prevention Web site: http://www.bt.cdc.gov/Atent/Agentlist.asp and http://www.bt.cdc.gov/Agent/AgentlistChem.asp.

Critical Information: Specific facts about friendly intentions, capabilities, and activities vitally needed by adversaries for them to plan and act effectively so as to guarantee failure or unacceptable consequences for friendly mission accomplishment (JCS Pub 1-02).

Critical Infrastructure: Those systems and assets – both physical and cyber- so vital to the Nation that their incapacity or destruction would have a debilitating impact on national security, national economic security, and/or national public health and safety. (National Strategy for Homeland Security, p.ix)

Crossband Repeater Interconnect System: Expands the crossband repeater system capability to receive transmissions at any of several frequencies and rebroadcasts audio on one or more other radio systems operating at other frequencies.

Cross band Repeater System: The simplest crossband repeater system is a two-channel crossband repeater. These devises connect two radios operating at different frequencies.

Cyberspace: Describes the world of connected computers and the society that surrounds them. Commonly known as the INTERNET.

Disease Condition Database: Washington State's electronic repository for a wide range of health data including notifiable conditions (in development).

Deterrence: The prevention of action by fear of the consequences. Deterrence is a state of mind brought about by the existence of threat of unacceptable counter action. (JCS Pub 1-02). Deterrence in the homeland security threat spectrum means an enemy does not even try faced with the evidence of planning, preparation, public mobilization, and training capable of stopping their objectives.

Disaster: As used in this plan, this term is broadly defined to include disasters and emergencies that may be caused by any natural or man-made event. A large emergency event is that one beyond a community's ability to address within its own and mutual aid resources.

Disaster or Emergency Declaration: A declaration by the President which authorizes supplemental Federal assistance under the Stafford Act. The declaration is in response to a Governor's request and may cover a range of response, recovery and mitigation assistance for state and local governments, eligible private non-profit organizations, and individuals.

Discretionary Grant: Federal grant funds that are distributed to states, units of local government or private organizations at the discretion of the agency administering the funds. Most discretionary grants are competitive and usually have limited funds available and a large number of potential recipients.

Domestic Terrorism: Domestic terrorism involves groups or individuals whose terrorist activities are directed at elements of our government or population without foreign direction.

Emergency Management Assistance Compact (EMAC) A legally binding mutual aid agreement and partnership between the States that allows them to assist one another during emergencies and disasters.

Emergency Management: The process by which the state and nation prepares for emergencies and disasters, mitigates their effects, and responds to and recovers from them.

Emergency Operations Center: The protected site from which civil government officials (city/county and state) exercise direction and control prior to and during an emergency incident.

Emergency Operations Plan: A planning document that 1) assigns responsibility to organizations and individuals for implementing specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency; 2) sets forth lines of authority and organizational relationships, and shows how all actions will be coordinated; 3) identifies personnel, equipment, facilities, supplies, and other resources available for use during response and recovery operations; and 4) identifies steps to address mitigation issues during response and recovery activities.

Emergency Response Coordinator: Person authorized to direct implementation of an agency's emergency response plan.

Emergency Services: A critical infrastructure characterized by medical, police, fire, and rescue systems and personnel that are called upon when an individual or community is responding to emergencies. These services are typically provided at the local level. In addition, state and federal response plans define emergency support functions to assist in response and recovery.

Emergency Support Function: The functional approach that groups the types of assistance that a state is most likely to need (e.g. mass care, health and medical services) as well as the kinds of federal operations support necessary to sustain state response actions (e.g., transportation, communications). ESFs are expected to support one another in carrying out their respective missions.

Federal Response Plan (FRP) The plan designed to address the consequences of any disaster or emergency situation in which there is a need for Federal assistance under the authorities of the Stafford Act. Twenty-seven Federal departments and agencies including the American Red Cross are signatories to the plan.

Fire Service (FS): Individuals, who on a full-time, volunteer, or part-time basis provide life safety services including fire suppression, rescue, arson investigation, public education, and prevention.

Emergency Responder:

Emergency Level: Emergency responders, including fire, law enforcement and emergency medical services personnel, who respond to acts or threats of terrorism. They will initiate the ICS system, assess information, take necessary actions, and begin notification of appropriate personnel. They may also likely be exposed to life-threatening hazards.

Second Level: Personnel who respond to incidents of terrorism after the initial response. They may be involved in further development of the ICS system, evacuation, triage, mass care, personnel accountability, identifying and preserving evidence, agent identification, public information, decontamination, and managing site safety. These specialized resources would include Hazardous Materials Teams, emergency medical teams, SWAT Teams, Explosive Teams, and Public Health Response Teams. They may also include other special mobilized resources.

Third Level: Personnel responsible for consequence management activities.

Essential Elements of Friendly Information – Key questions likely to be asked by adversary officials and intelligence systems about specific friendly (our) intentions, capabilities, and activities, so they can obtain answers critical to their operational effectiveness. Also called EEFI (JCS Pub 1-02).

Governmental Administrative: Elected and appointed officials responsible for public administration of community health and welfare during a WMD terrorism incident.

Hazardous Materials Personnel (HZ): Individuals, who on a full-time, volunteer, or part-time basis identify, characterize, provide risk assessment, and mitigate/control the release of a hazardous substance or potentially hazardous substance.

Health Alerts: Urgent messages from the CDC to health officials requiring immediate action or attention. The CDC also issues health advisories containing less urgent information about a specific health incident or response that may or may not require immediate action, and health updates, which do not require action.

Homeland Defense: The protection of US territory, sovereignty, domestic population, and critical infrastructure against external threats and aggression. Also called HLD. See also homeland security and civil support. (JCS approved definition)

Homeland Security: (1) A concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. (National Strategy for Homeland Security p.2)
(2) The preparation for, prevention of, deterrence of, preemption of, defense against, and response to threats and aggressions directed towards US territory, sovereignty, domestic populations, and infrastructure; as well as crisis management, consequence management, and other domestic civil support. Also called HLS. See also homeland defense and civil support (JCS approved definition).

Incident Command System: A product of the FIRESCOPE project in southern California in 1972, which led to development of the NIIMS system (National Interagency Incident Management System). It combines terminology, organizational structure, the decision making process, and defined roles and responsibilities.

Incident Commander: The person responsible for the overall management of the incident, approval of action plans, and providing direction and control for the command and staff sections of the incident command structure. In a Unified Command structure, the IC collaborates and consults with the chiefs and experts from the other disciplines involved in the response.

Information Security: The protection of information and information systems against unauthorized access or modification of information, whether in storage, processing, or transit, and against denial of service to authorized users. Information security includes those measures necessary to detect, document, and counter such threats. Information security is composed of computer security and communications security. Also called INFOSEC (JCS Pub 1-02).

Information System: The entire infrastructure, organization, personnel, and components for the collection, processing, storage, transmission, display, dissemination, and disposition of information. Also, Information systems the entire infrastructure, organization, personnel, and components that collect, process, store, transmit, display, disseminate and act on information (JCS Pub 6-0).

Information Warfare: Actions taken to achieve information superiority by affecting adversary information, information-based processes, information systems, and computer-based networks while defending one's own information, information-based processes, information systems and computer-based networks (CJCSI 3210.01).

Infrastructure: The framework of interdependent networks and systems comprising identifiable industries, institution (including people and procedures), and distribution capabilities that provide a reliable flow of products and services essential to the defense and economic security of the United States, the smooth functioning of governments at all levels of society as a whole.

Intelligence: The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas; also, information and knowledge about an adversary obtained through observation, investigation, analysis or understanding (JCS Pub 1-02).

International Terrorism: Involves groups or individuals whose terrorist activities are foreign-based and/or directed by countries or groups outside the United States whose activities transcend national boundaries.

Interoperability: The ability of systems or communications to work together.

Joint Information Center: A central point of contact for all news media near the scene of a large-scale disaster. The center is staffed by public information officials who represent all participating federal, state and local agencies to provide information to the media in a coordinated and consistent manner.

Law Enforcement (LE): Individuals, full-time, or on a voluntary basis, who work for agencies at the local, municipal and state levels with responsibility as sworn law enforcement officers.

Local Emergency Planning Committee (LEPC): A term used in the Emergency Planning and Community Right-to-Know Act (EPCRA) (42 U.S.C. 11001: 1986). EPCRA also known as Title II of SARA (Superfund Amendments and Reauthorization Act), was enacted by Congress as the national legislation on community safety. It was designed to help local communities protect public health, safety, and the environment from chemical hazards. To implement EPCRA Congress required each state to appoint a State Emergency Response Commission (SERC) and required each SERC to divide their state into emergency planning districts and to name a local Emergency Planning Committee (LEPC) for each district. Board representation by fire fighters, hazardous materials specialists, health officials, government and media representatives, community groups, industrial facilities, and emergency managers helps ensure that all the necessary perspectives are represented on the LEPC.

Lead Agency: Agency, entity, or combination of, that is recommended by the Committee on Terrorism to the Emergency Management Council to develop a proposal for the use and application of specific grants in support of the state strategic plan on terrorism. They would also manage the grants following guidelines developed and approved by the Emergency Management Council.

Mitigation: The implementation of strategies designed to prevent or substantially reduce the effects of a terrorism incident.

National Interagency Incident Management System (NIIMS): Consists of five major subsystems which collectively provide a total systems approach to all-risk incident management. The subsystems are: the incident command system, training, qualifications and certification,

supporting technologies, and publication management. **Currently a replacement system NIMS is in draft.**

National Security Emergency: Any occurrence, including natural disaster, military attack, technological emergency, or other emergency, that seriously degrades or seriously threatens the national security of the United States (Executive Order 12656).

On Scene Commander: A term used to designate the FBI person who provides leadership and direction to the federal crisis management response. The FBI OSC may or may not be the regional Special Agent in Charge (SAC).

Performance Measure: A specific measurable result for each goal that indicates successful achievement.

Potential Threat Element (PTE): Any group or individual in which there are allegations or information indicating a possibility of the unlawful use of force or violence, specifically the utilization of a WMD, against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of a specific motivation or goal, possibly political or social in nature. This definition provides sufficient predicate for the FBI to initiate an investigation.

Priority Intelligence Requirements: Those intelligence requirements for which a commander has anticipated and stated priority in the task of planning and decision making. Also called PIRs (JCS Pub 1-02).

Public Health Regions: Local health jurisdictions are organized into 9 regions. Each region will develop a plan for resource sharing and coordinated emergency response that will align to the state emergency management plan and will include hospitals, emergency medical services, law enforcement and fire protection districts.

Push Package: A delivery of medical supplies and pharmaceuticals sent from the National Pharmaceutical Stockpile to a state undergoing an emergency within 12 hours of federal approval of a request by the state's Governor

Preparedness: Building the emergency management capability to prepare for, mitigate, respond to, and recover from natural and man-made hazards and terrorist acts through planning, training, education and exercising.

Preempt: Acting emergency to eliminate an opponent's ability to take a specific action. We stop them before they try with our efforts in surveillance, detection, intelligence gathering/sharing, cooperation, early warning and effective command and control.

Prevent: The security procedures undertaken by the public and private sector to discourage terrorist acts.
- Antiterrorism: Defensive measures used to reduce the vulnerability to terrorist acts, to include limited response and containment by local military forces. Also called AT.
- Counterterrorism: Offensive measures taken to prevent, deter, and respond to terrorism. (JCS Pub 1-02)

This involves the stopping of an enemy before they strike with effective processes, seamless interactive systems, and comprehensive threat, vulnerability analysis.

Protect: Protection consists of five groups of activities: hardening of positions; protecting personnel; assuming mission oriented protective posture; hardening of positions (infrastructure); protecting people; using physical defense measure; and reacting to an attack. (JCS Pub 1-02) In the event of a strike we successfully defend.

Radiological Dispersal Devices (RDD): A conventional explosive device incorporating radioactive material(s) sometimes referred to as a "dirty bomb."

Rapid Response Information System (RRIS): A system of databases and links to Internet sites providing information to federal, state, and local emergency officials on federal capabilities and assistance available to respond to a consequences of a WMD/terrorism incident. This information is available to designated officials in each state, the ten FEMA regions, and key federal agencies via a protected Internet site and indirectly to the Intranet site through their respective state counterparts. It can be used as a reference guide, training aid, and an overall planning and response resource for WMD/terrorism incidents**.**

Recovery: Activity to return vital life support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels.

Response: See "Emergency Responder" definitions. Conducting emergency operations to save lives and property, including positioning emergency equipment and supplies; evacuating potential victims; providing food, water, shelter, and medical care to those in need; and restoring critical public services.

Strategic Goal: Broad statement that describes what we must be able to do to successfully accomplish our mission within each strategic perspective/theme.

Strategic Mission: The tasks assigned to an individual or unit that indicates the actions to be taken. (JCS Pub 1-02) Reflects what we do – the job of homeland security.

Strategic Objective:) A specific statement of how a goal will be accomplished.

Strategic Performance Measure/Benchmark: A statement of how attainment of the goal will be measure; the benchmark specifies the criterion for success. What we measure, count and report.

Strategic Planning: The systematic identification of opportunities an threats that lie in the future environment, both external and internal, which, in combination with other relevant data such as threats, vulnerabilities and risks, provides a basis to make better current decisions to pursue opportunities and to avoid threats. It is an orderly process which, sets for basic objectives and goals to be achieved, and strategies to reach those goals and objectives with supporting action plans to make sure that strategies are properly implemented.

Strategic Target: The level we want to achieve within a performance measure/benchmark.

Strategic Theme: Areas we must excel at in order to accomplish our mission.

Strategic Visions: An idealized statement of the best possible future.

Supplanting: Deliberately reducing state or local funds because of the existence of federal funds.

Surge Capacity: Ability of institutions such as clinics, hospitals or public health laboratories to sharply increased demand for their services during an emergency.

Terrorism: A violent act or an act dangerous to human life, in violation of the criminal laws of the United States or any segment to intimidate or coerce a government, the civilian population or any segment thereof, in furtherance of political or social objectives.

Unified Command: Most often a developing incident crosses jurisdictional boundaries. Unified command allows for each agency to have one incident commander, however, only one will speak at any one time. Depending on the top priorities, the incident commander's "voice" may change frequently. The unified commanders must develop one set of incident objectives, one incident action plan (IAP), and co-locate at one incident.

Vulnerability: (1) The susceptibility of a nation or military force to any action by any means through which its war potential or combat effectiveness may be reduced or its will to fight diminished. (2) The characteristics of a system that cause it to suffer a definite degradation (incapacity to perform the designated mission) as a result of having been subjected to a certain level of effects in an unnatural (manmade) hostile environment. (3) In information operations, a weakness in information systems security design, procedures, implementation, or internal controls that could be exploited to gain unauthorized access to information or an information system (JCS Pub 1-02).

Vulnerability Assessment: The Vulnerability Assessment provides a measure to indicate the relative likelihood that a particular facility or incident within the jurisdiction may become the target of a terrorist attack. The factors considered include measures of attractiveness and impact.

Weapons of Mass Destruction:

(A) Any destructive device as defined in section 921 of this title (which reads) any explosive, incendiary or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, missile having an explosive or incendiary charge of more than one quarter ounce, mine or device similar to the above,

(B) poison gas,

(C) any weapon involving disease organism, or

(D) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (18 U.S.C., Section 2332a)

Appendix D: Acronymns

ACOE	Army Corps of Engineers
ACCIS	Association of County/City Information Services
ADIS	Arrival Departure Information System
AGILE	Advanced Generation of Interoperability for Law Enforcement (National Institute of Justice)
AGO	WA State Attorney General's Office
ALI	Automatic Location Identification
AMI	Air and Marine Interdiction Program
AOR	Area of Responsibility
APHIS	Animal & Plant Health Inspection Service
APHL	Agency for Public Health Laboratories
APIS	Advance Passenger Information System
ASCR	Advanced Scientific Computing Research
APHIS	Animal and Plant Health Inspection Service (USDA)
ARC	American Red Cross
ASTHO	Association for State and Territorial Health Officials
ATAC	Anti-Terrorism Advisory Council
ATS	Automated Targeting System
ATSA	Aviation and Transportation Security Act
ATSDR	Agency for Toxic Substances and Disease Registry
ATTF	Anti-Terrorism Task Force
AVIC	Area Veterinary in Charge
AWB	Association of Washington State Business
BATF	Bureau of Alcohol, Tobacco and Firearms
BBS	Bureau of Border Security
BER	Biological and Environmental Research
BICE	Bureau of Immigration and Customs Enforcement
BOLO	Be On The Lookout
BRAC	Bioterrorism Advisory Committee
BRTC	Border Research Technology Center
BT	Bioterrorism
BTS	Border & Transportation Security Directorate (DHS)
C2	Command and Control
CA	Civil Affairs
CAC	Crisis Action Center
CAEC	County Animal Emergency Coordinator
CAIRA	Chemical Accident/Incident Response and Assistance
CAP	Civil Air Patrol
CBO	Community Based Organizations
CBP	Customs Border Patrol
CD	Communicable Disease
CDC	Centers for Disease Control and Prevention
CDRG	Catastrophic Disaster Response Group
CBIRF	Chemical and Biological Incident Response Force
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CEMP	Comprehensive Emergency Management Plan

CERT	Community Emergency Response Teams
CFR	Code of Federal Regulation
CIAO	Critical Infrastructure Assurance Office
CIRC	Computer Incident Response Center
CIRG	Critical Incident Response Group
CISM	Critical Incident Stress Management
CIVA	Critical Infrastructure Vulnerability Assessment
CLASS	Consular Lookout and Support System
CLOREP	Chlorine Emergency Plan
COPS	Community Oriented Policing Services
COT	Washington State Emergency Management Council Committee on Terrorism
CPX	Command Post Exercise
CSEPP	Chemical Stockpile Emergency Preparedness Program
CSI	Container Security Initiative
CSG	Council of State Governments
CST	Civil Support Team
CSTARC	Cyber Security Tracking Analysis and Response Center
CSTE	Council of State and Territorial Epidemiologists
CT	Counter-Terrorism
CTAC	Counterdrug Technology Assessment Center
CTC	Counter-Terrorism Center
C-TPAT	Customs-Trade Partnership Against Terrorism
DCD	Disease Conditions Database
DCE	Defense Coordinating Element
DCO	Defense Coordinating Officer
DEST	Domestic Emergency Support Team
DFO	Disaster Field Office
DHS	U.S. Department of Homeland Security
DHHS	U.S. Department of Health and Human Services
DIS	Washington State Department of Information Services
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DNR	Washington State Department of Natural Resources
DSHS	Washington State Department of Social and Health Services
DHHS	U.S. Department of Health and Human Services
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOJ	U.S. Department Department of Justice
DOS	U.S. Department of State (US)
DOT	U.S. Department of Transportation
DRC	Disaster Recovery Office
DRM	Disaster Recovery Manager
DSEG	Governor's Domestic Security Executive Group
DT	Domestic Terrorism
DWI	Disaster Welfare Information
EAO	Energy Assurance Office
EAS	Emergency Alert System
EDI	Electronic Data Interchange
EFSEC	Energy Facility Site Evaluation Council

EFR	Emergency Responder
EHP	Environmental Health Program, Health Department
EICC	Emergency Information and Coordination Center (FEMA)
EIS	Epidemic Intelligence Service
EMA	Emergency Management Agency (local)
EMC	Washington Emergency Management Council
EMC	Washington State Emergency Management Division
EMAC	Emergency Management Assistance Compact Assistance
EOC	Emergency Operations Center
EOF	Emergency Operations Facility
EOP	Emergency Operations Plan or Procedures
EMS	Emergency Medical Services
EPA	U.S. Environmental Protection Agency
EPCRA	Emergency Planning Community Right-to-Know Act
EPZ	Emergency Planning Zone
ERC	Emergency Response Coordinator
ERDO	Emergency Response Duty Officer
ERT	Emergency Response Team
ESA	Energy Security and Assurance
ESA	Environmentally Sensitive Area
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FAMS	Federal Air Marshall Service
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FDA	U.S. Food and Drug Administration
FedCIRC	Federal Computer Incident Response Center
FEMA	Federal Emergency Management Agency
FLETC	Federal Law Enforcement Training Center
FPF	Fallout Protective Factor
FPS	Federal Protective Service
FS	Fire Service
FOIA	Freedom of Information Act
FRP	Federal Response Plan
FTTTF	Foreign Terrorist Tracking Task Force
GA	Governmental Administrative
GCJIN	Global Criminal Justice Information Network
GIS	Geographic Information Systems
GPS	Global Positioning System
HAZMAT	Hazardous Material
HAN	Health Alert Network
HC	Health Care
HIVA	Hazard Identification and Vulnerability Assessment
HHS	Health and Human Services
HLS	Homeland Security
HLW	High Level Waste
HP	Health Physicist
HRSA	Health Resources and Services Administration
HSAS	Homeland Security Advisory System

HSARPA	Homeland Security Advanced Research Projects Agency
HZ	Hazardous Materials Personnel
HazMat	Hazardous Materials
IAEA	International Atomic Energy Agency
IACP	International Association of Chiefs of Police
IAFIS	Integrated Automated Fingerprint Identification System
IAIP	DHS Information Analysis and Infrastructure Protection Directorate
IC	Incident Commander
ICDDC	Interstate Civil Defense and Disaster Compact
ICP	Incident Command Post
ICRI	Incident Commander's Radio Interface
ICS	Incident Command System
IDENT	Automated Biometric Identification System
IGA	Intergovernmental Agreement
IIPO	Information Integration Program Office
IMPC	International Materials Protection & Cooperation
IMS	Incident Management System
IMSA	International Municipal Signal Association, Inc.
INS	Immigration and Naturalization Service
IO	Information Operations
IS	Information Superiority
ISAC	Information Sharing Analysis Centers
ISO	International Standards Organization
IT	International Terrorism
ITI	International-to-International Transit Program
ITDS	International Trade Data System
ITS	Institute for Telecommunications Schiences
IW	Information Warefare
IWG	Infrastructure Working Group
JIC	Joint Information Center
JOC	Joint Operations Center
JPA	Joint Powers Authority
JTTF	Joint Terrorism Task Force
JTWG	Joint Terrorism Working Group
LHJ	Local Health Jurisdictions
LRN	Laboratory Response Network
LE	Law Enforcement
LEA	Law Enforcement Agency
LEPC	Local Emergency Planning Committee
LERC	Local Emergency Response Coordinator
L-LERC	Local Lead Emergency Response Coordinator
LFA	Lead Federal Agency
LHJ	Local Health Jurisdiction
LIMS	Laboratory Information Management System
LLW	Low Level Waste
LPHA	Local Public Health Agency
LPHS	Local Public Health System
LRN	Laboratory Response Network
MARIP	Multiple Agency Radio Interoperability Program

MLAT	Mutual Legal Assistance Treaty
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MMRS	Metropolitan Medical Response System
MRC	Medical Reserve Corps
MRTE	Medical Readiness, Training and Education Committee
MTCR	Missile Technology Control Regime
MSCA	Military Support to Civil Authorities
NACCHO	National Association for County and City Health Officials
NAWAS	National Warning System
NCIC	National Crime Information Center
NCID	National Center for Infectious Disease
NCJRS	National Criminal Justice Reference Service
NCP	National Contingency Plan
NCPHP	Northwest Center for Public Health Preparedness
NCRP	National Council on Radiation Protection and Measurements
NCS	National Communications System
NCSD	National Cyber Security Division
NDMS	National Disaster Medical System
NEDSS	National Electronic Disease Surveillance System
NENA	National Emergency Number Association
NEMA	National Emergency Managers Association
NERP	National Emergency Repatriation Plan
NEST	National Emergency Search Team
NFPA	National Fire Protection Association
NIBRS	National Incident-Based Reporting System
NIC	National Incident Commander
NICC	National Information Coordination Center
NIH	National Institute of Health
NIMS	National Incident Management System
NII	Non-Intrusive Inspection Technology
NIIMS	National Interagency Incident Management System
NIIS	Non-Immigrant Information System
NIPC	National Infrastructure Protection Center
NISA	National Infrastructure Simulation & Analysis
NIST	National Institute of Standards & Technology
NLECTC	National Law Enforcement and Corrections Technology Centers
NLETS	National Law Enforcement Telecommunications System
NPS	National Pharmaceutical Stockpile
NRC	Nuclear Regulatory Commission
NRDA	National Resource Damage Assessment
NRP	National Response Plan
NRS	National Response System
NSC	National Security Council
NSDI	National Spatial Data Infrastructure
NSEERS	National Security Entry-Exit Registration System
NSF	National Strike Force
NSFCC	National Strike Force Coordination Center
NSRP	National Search and Rescue Plan

NTIA	National Telecommunications and Information Adminstration
ODP	Office of Domestic Preparedness
OER	Office of Emergency Response (DHHS)
OES	Office of Emergency Services
OHS	Office of Homeland Security
OJP	Office of Justice Programs
ODHP	Office of Public Health Preparedness (DHHS)
OMB	Office of Management and Budget
OSC	On Scene Coordinator
OSC	Operation Safe Commerce
PAD	Protective Action Decision
PAG	Protective Action Guide
PAR	Protective Action Recommendation
PDA	Preliminary Damage Assessment
PDD	Presidential Decision Directive
PFO	Principal Federal Officer
PHL	Public Health Labs
PHIMS	Public Health Information Management System
PHIN	Public Health Information Network
PHS	Public Health Service
PIR	Priority Intelligence Requirements
PIO	Public Information Officer
PNWER	Pacific Northwest Economic Region
POE	Port of Entry
POD	Port of Debarkation
PPC	Prevention and Preparedness Council
PPE	Personal Protective Equipment
PSA	Public Safety Announcement
PSAP	Public Safety Answering Point
PSCC	Public Safety Coordinating Council
PSC	Public Safety Communications
PSCDG	Primary State Core Decision Group
PSWAC	Public Safety Wireless Advisory Committee
PSWN	Public Safety Wireless Network
PTE	Potential Threat Element
PVMS	Prophylaxis and Vaccine Management System
PW	Public Works
PWR	Pressurized Water Reactor
R	Roentgen
RAPTR	Radio Analysis Prediction Tool Repository
RACES	Radio Amateur Civil Emergency Services
Rad	Radiological Absorbed Dose
RCP	Regional Contingency Plan
RDD	Radiological Dispersal Devices
RHSCD	Regional Homeland Security Coordination Districts (WA State)
ROC	Regional Response Center (FEMA)
RRIS	Rapid Response Information System
RRT	Regional Response Team
RRTF	Washington State Recovery and Restoration Task Force

SCBA	Self Contained Breathing Apparatus
SAR	Search and Rescue
SARDA	State and Regional Disaster Airlift Plans
SCI	State Critical Infrastructure
SCM	Survivable Crisis Management
SCO	State Coordinating Officer
SENTRI	Secure Electronic Network for Traveler Rapid Inspection
SLA	State and Local Assistance
SNS	Strategic National Stockpile
SRO	School Resource Officers
SSCDG	Secondary State Core Decision Group
SEL	Standardized Equipment List
SEVIS	Student and Exchange Visitor Information System
SERC	State Emergency Response Commission
SERRP	State Emergency Response and Recovery Plan
SGSGP	State Homeland Security Grant Program
SIEC	State Interoperability Executive Committee
SIOC	Strategic Information Operations Center
SGSGP	State Homeland Security Grant Program
SME	Subject Matter Expert
SOP	Standard Operating Procedures
SWAT	Special Weapons and Tactics
TAT	Technical Assistance Team
TC	Trauma Care
TCP	Transmission Control Protocol
TEA	Threat Environment Assessment
TEDE	Total Effective Dose Equivalent
TIIAP	Telecommunications and Information Infrastructure Assistance Program
TIP	Department of State Terrorist Interdiction Program
TIPS	Terrorism Information and Preventive Systems
TLD	Thermoluminescent Dosimeter
TSA	Transportation Security Administration
TSC	U.S. Terrorist Screening Center
TSWG	Technical Support Working Group
TSOB	Transportation Security Oversight Board
TTIC	Terrorist Threat Integration Center
TTX	Tabletop Exercise
TWIC	Transportation Worker Identification Card
TWOV	Transit Without Visa Program
UASI	Urban Area Security Initiative
UC	Unified Command
UCR	Uniform Crime Reports
UCS	Unified Command System
US&R	Urban Search and Rescue
USCG	United States Coast Guard
U.S. VISIT	U.S. Visitor and Immigrant Status Indication Technology System
VIPS	Volunteers in Police Service
WAC	Washington Administrative Code
WACIRC	Washington Computer Incident Response Center

WADDL   Washington Animal Disease Diagnostic Laboratory
WA SECURES WA State Electronic Communications and Urgent Response Exchange System
WASERC   WA State Emergency Response Commission
WASPC   WA Association of Sheriffs and Police Chiefs
WAPHL   Washington State Public Health Laboratories
WAVOAD   Washington Volunteer Organizations Active in Disasters
WEDSS   Washington Electronic Disease Surveillance System
WEIC   Washington Emergency Information Center
WMD   Weapons of Mass Destruction
WMD – CST   Weapons of Mass Destruction Civil Support Teams
WSALPHO   WA State Assoc. of Local Public Health Officials
WSDA   WA State Department of Agriculture
WSDOE   WA State Department of Ecology
WSDOH   WA State Department of Health
WSPHA   WA State Public Health Association
WSDOT   Washington State Department of Transportation
WSHA   WA State Hospital Association
WSP   Washington State Patrol
WUTC   Washington Utilities and Transportation Commission

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